

University of Texas at Dallas  
Jindal School of Management

IMS 3310-013 International Business  
(10:00 am-12:45 pm Friday, Spring 2020)

Instructor: Eric Tsang  
Dallas World Salute Distinguished Professor of Global Strategy  
Office: SOM 4.201  
Phone: (972) 883-4386  
Email: [ewktsang@utdallas.edu](mailto:ewktsang@utdallas.edu)  
Office hours: Thursday 6-7 pm

Teaching Assistant: Ms Xiaoou Bai  
Email: [Xiaoou.Bai@utdallas.edu](mailto:Xiaoou.Bai@utdallas.edu)

## 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 culture, foreign direct investment, 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>).

## Lesson Schedule

### Lesson 1 (Jan 17)

Introduction and administrative matters

### Lesson 2 (Jan 24)

Cross-national business ethics

### Lesson 3 (Jan 31)

Cultural dimensions, Part 1

*Finalizing country profile presentation*

### Lesson 4 (Feb 7)

Cultural dimensions, Part 2

### Lesson 5 (Feb 14)

Cross-cultural communication

### Lesson 6 (Feb 21)

Human resource management

Case: The Case of the Floundering Expatriate (pp. 24-30, July-August 1995 issue of *Harvard Business Review*, subscribed by the McDermott Library)

Lesson 7 (Feb 28)  
Multinational strategies and entry modes

Lesson 8 (Mar 6)  
Organizational design and control  
Preparation for the first test

First test (Mar 13)

Spring break (Mar 20 and Mar 27)

Submission of group presentation to eLearning (Apr 17)

Second test (Apr 22)

Submission of MNC profile report to eLearning (May 3)

### **Grading Policy**

The final grade will be determined as follows:

Individual MNC profile report	25%
Group country profile presentation	20%
First test	25%
Second test	30%

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:

<u>Score</u>	<u>Grade</u>
94 – < 100	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

## **Course and Instructor Policies**

### 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 2,500 words. More details will be given later in the course.

### Group country profile presentation

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. 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.

### **Sharing Confidential Information**

Students considering sharing personal information in email, in person, or within assignments or exams should be aware that faculty members and teaching associates/assistants and graduate/research assistants are required by UT Dallas policy to report information about sexual misconduct to the UT Dallas Title IX Coordinator. Per university policy, Sexual Misconduct Policy - [UTDBP3102](#), faculty have been informed that they must identify the student to the UT Dallas Title IX Coordinator. Students who wish to have confidential discussions of incidents related to sexual harassment or sexual misconduct should contact the Student Counseling Center (972-883-2575 or the 24/7 Crisis Hotline at 972-UTD-TALK or 972-883-8255), the, a health care provider in the Student Health Center (972-883-2747), a clergyperson (or other legally recognized religious advisor) of their choice, or an off-campus resource (e.g., rape crisis center, doctor, psychologist). Students who are sexually assaulted, harassed, or are victims of sexual misconduct, domestic violence, or stalking, are encouraged to directly report these incidents to the UT Dallas Police Department at 972-883-2222 or to the Title IX Coordinator at 972-883-5202. Additional information and resources may be found at <https://www.utdallas.edu/institutional-initiatives/title-ix/resources/>.

### **Technical Support**

If you experience any issues with your UT Dallas account, contact the UT Dallas Office of Information Technology Help Desk via e-mail at [assist@utdallas.edu](mailto:assist@utdallas.edu) or via telephone at 972-883-2911.

UT Dallas provides eLearning technical support 24 hours a day, 7 days a week. The services include a toll-free telephone number for immediate assistance (1-866-588-3192), email request service at [elearning@utdallas.edu](mailto:elearning@utdallas.edu), and an online chat service. Please use this link to access the UTD eLearning Helpdesk: <https://ets.utdallas.edu/elearning/helpdesk>.

### **Field Trip Policies, Off-Campus Instruction and Course Activities**

Off-campus, out-of-state, foreign instruction/travel, and course-related field trip activities are subject to state law and university policies and procedures regarding travel and risk-related activities.

Detailed information regarding this policy, in accordance to *Texas Education Code*, Section 51.950, can be accessed through the UT Dallas Policy Navigator, <https://policy.utdallas.edu/utdbp3023>, and at <https://www.utdallas.edu/ehs/rm/insurance/travel-related-risk/>. Additional information is available from the office of the school dean.

### **Student Conduct and Discipline**

The University of Texas System ([Regents' Rule 50101](#)) and UT 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. General information on student conduct and discipline is contained in the Student Complaints Resources in the online UT Dallas Undergraduate Catalog, <https://catalog.utdallas.edu/now/undergraduate/resources/student-complaints> and the Graduate Catalog, <https://catalog.utdallas.edu/now/graduate/resources/student-complaints>.

UT Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the Student Code of Conduct, UTDSP5003 (<https://policy.utdallas.edu/utdsp5003>). Copies of these rules and regulations are available to students in the Office of Community Standards and Conduct, where staff members are available to assist students in interpreting the rules and regulations (SSB 4.400, 972-883-6391) and online at <https://www.utdallas.edu/conduct/>.

A student at the University neither loses their 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 its standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

### **Social Media Use**

The Student Code of Conduct includes behaviors conducted via any digital platform. Students may not use any digital platform to seek or provide unauthorized assistance for any assignment done for academic credit. Students may not use any digital platform to impersonate or represent any person other than themselves. Please consult with your instructor regarding authorized assistance.

### **Academic Integrity**

The faculty expects from its 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 demonstrates a high standard of individual honor in his or her scholastic work. See <https://www.utdallas.edu/conduct/integrity/>.

**Academic Dishonesty:** Academic dishonesty can occur in relation to any type of work submitted for academic credit or as a requirement for a class. It can include individual work or a group project. Academic dishonesty includes plagiarism, cheating, fabrication, and

collaboration/collusion. In order to avoid academic dishonesty, it is important for students to fully understand the expectations of their professors. This is best accomplished through asking clarifying questions if an individual does not completely understand the requirements of an assignment.

Additional information related to academic dishonesty and tips on how to avoid dishonesty may be found here: <https://www.utdallas.edu/conduct/dishonesty/>.

### **Copyright Notice**

It is the policy of UT Dallas to adhere to the requirements of the United States Copyright Law of 1976, as amended, (*Title 17, United States Code*), including ensuring that the restrictions that apply to the reproduction of software are adhered to and that the bounds of copying permissible under the fair use doctrine are not exceeded. Copying, displaying, reproducing, or distributing copyrighted material may infringe upon the copyright owner's rights.

Unauthorized distribution of copyrighted material, including unauthorized peer-to-peer file sharing, may subject students to appropriate disciplinary action as well as civil and criminal penalties. Usage of such material is only appropriate when that usage constitutes “fair use” under the Copyright Act. For more information about the fair use exemption, see <https://guides.lib.utexas.edu/fairuse/home>. As a UT Dallas student, you are required to follow UT Dallas' copyright policy (UTDPP1043 at <https://policy.utdallas.edu/utdpp1043>) and the UT System's policy, UTS107 at <https://www.utsystem.edu/board-of-regents/policy-library/policies/uts107-use-copyrighted-materials>.

### **Email Use**

UT 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. All official student email correspondence will be sent only to a student's UT Dallas email address and UT Dallas will only consider email requests originating from an official UT Dallas student email account. This allows the University to maintain a high degree of confidence in the identity of each individual corresponding via email and the security of the transmitted information. UT Dallas furnishes each student with a free email account that is to be used in all communication with university personnel. The Office of Information Technology provides a method for students to have their UT Dallas mail forwarded to other email accounts. To activate a student UT Dallas computer account and forward email to another account, go to <https://www.utdallas.edu/oit/netid/self-service>.

### **Class Attendance**

Regular and punctual class attendance is expected. Students who fail to attend class regularly are inviting scholastic difficulty. Absences may lower a student's grade where class attendance and class participation are deemed essential by the instructor. In some courses, instructors may have special attendance requirements; these should be made known to students during the first week of classes.

### **Withdrawal from Class**

The administration at UT Dallas has established deadlines for withdrawal from any course. These dates and times are published in the Comet Calendar (<http://www.utdallas.edu/calendar>) and in the Academic Calendar (<http://www.utdallas.edu/academiccalendar>). It is the student's responsibility to handle withdrawal requirements from any class. In other words, a professor or another instructor cannot drop or withdraw any student unless there is an administrative drop such as the following:

- Not meeting the prerequisites for a specific course
- Not satisfying the academic probationary requirements, resulting in suspension
- An Office of Community Standards and Conduct request
- Not making appropriate tuition and fee payments
- Enrollment is in violation of academic policy
- Not admitted for the term in which they registered

It is the student's responsibility to complete and submit the appropriate forms to the Registrar's Office and ensure that he or she will not receive a final grade of "F" in a course if he or she chooses not to attend the class after being enrolled.

### **Student Grievance Procedures**

Procedures for student grievances are found in university policy UTDSP5005 (<https://policy.utdallas.edu/utdsp5005>). In attempting to resolve any student grievance regarding disputes over grades, application of degree plan, graduation/degree program requirements, and thesis/and dissertation committee, adviser actions and/or decisions, evaluations, and/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 originated.

### **Incomplete Grade Policy**

As per university policy, incomplete grades may be given at the discretion of the instructor of record for a course, when a student has completed at least 70% of the required course material but cannot complete all requirements by the end of the semester. An incomplete course grade (grade of 'I') must be completed within the time period specified by the instructor, not to exceed eight (8) weeks from the first day of the subsequent long semester. Upon completion of the required work, the grade of 'I' may be converted into a letter grade (A through F). If the grade of Incomplete is not removed by the end of the specified period, it will automatically be changed to a grade of F. The incomplete grade policy is included in the online UT Dallas Undergraduate Catalog, <https://catalog.utdallas.edu/now/undergraduate/policies/academic#incomplete-grades> and the Graduate Catalog, <https://catalog.utdallas.edu/now/graduate/policies/grades#grade-of-i-incomplete>.

### **Accommodations for Students with Disabilities**



It is the policy and practice of UT Dallas to make reasonable accommodations for students with properly documented disabilities. If you are a student with a disability and believe you will need academic accommodations for this class, you are encouraged to register with the Office of Student AccessAbility (OSA). Some aspects of the course, the assignments, the in-class activities, and the way the course is typically taught may be accommodated to facilitate your participation and progress. OSA will assist you in determining academic accommodations that are appropriate for your situation. Any information you provide is private and confidential and will be treated as such. To avoid any delay, please contact OSA as soon as possible. Please note that accommodations are not retroactive and disability accommodations cannot be provided until an OSA Letter of Accommodation has been given to the instructor. Students who have questions about receiving accommodations, or those who have, or think they may have, a disability (mobility, sensory, health, psychological, learning, etc.) are invited to contact OSA for a confidential discussion. OSA is located in the Administration Building, AD 2.224 They can be reached by phone at 972-883-2098, or by email at [studentaccess@utdallas.edu](mailto:studentaccess@utdallas.edu).

### **Religious Holy Days**

UT Dallas will excuse a student from class or other required activities, including examinations and travel time for the observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, of the *Texas Tax Code*.

Students are encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment.

Excused students will be allowed to take missed exams or complete assignments 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 President of UT Dallas or from the President's designee. The chief executive officer or designee must take into account the legislative intent of *Texas Education Code* 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

This information is also included in the online UT Dallas Undergraduate Catalog, <https://catalog.utdallas.edu/now/undergraduate/policies/religious-holy-days>, and the Graduate Catalog, <https://catalog.utdallas.edu/now/graduate/policies/religious-holy-days>.

### **Making a False Alarm or Report Involving a Public or Private Institution of a Higher Education**

Making a false threat at any Texas higher education institution is considered a **State Jail Felony**, not a Class A misdemeanor, according to a law passed by the Texas Legislature.

This legislation was enacted in response to several threats in past years at several universities across the U.S. that disrupted classes and prompted evacuation of campus property, even though the reports turned out to be a hoax.

This law relates to the offense of making or causing a false alarm or report involving a public or private institution of higher education. A person commits an offense under Section 42.06, *Texas Penal Code*, if he or she knowingly initiates, communicates or circulates a report of a present, past, or future bombing, fire, offense, or other emergency that he or she knows is false or baseless and that would ordinarily:

1. Cause action by an official or volunteer agency organized to deal with emergencies;
2. Place a person in fear of imminent serious bodily injury; or
3. Prevent or interrupt the occupation of a building, room, place of assembly, place to which the public has access, or aircraft, automobile, or other mode of conveyance.

An individual adjudged guilty of a state jail felony shall be punished by confinement in a state jail for any term of not more than two years or less than 180 days and, in addition to confinement, may be punished by a fine not to exceed \$10,000.

UT Dallas students should be aware that the State of Texas takes these threats seriously, and the legal consequences, which are severe, go beyond anything that the University's disciplinary committee can address.

This information is also included in the online UT Dallas Undergraduate Catalog, <https://catalog.utdallas.edu/now/undergraduate/policies/false-alarms> and in the Graduate Catalog, <https://catalog.utdallas.edu/now/graduate/policies/false-alarms>.

### **Interactive Campus Map – Locate Severe Weather Shelters, Elevators, and Bathrooms**

The interactive campus map (<http://www.utdallas.edu/maps/>) allows users to search for severe weather shelter areas in each building. On the map, click on a building and select “Storm Shelters” from the “Find” drop-down menu. Remember, a severe weather shelter area is usually any interior room without windows, such as a restroom, hallway, conference room, or office. Try to find shelter on the lowest floor of the building and stay away from large auditoriums or gyms. Users can also use the same map to locate elevators and bathrooms.

### **Resources to Help You Succeed**

#### **All Students**

The [Comet Cupboard](#) is a UT Dallas food pantry initiative dedicated to helping students in need. The Comet Cupboard is located in MC 1.604, on the first floor of the McDermott Library, and can be contacted by calling 972-883-2709.

[Comet Cents](#) provides financial literacy to students with the peer-to-peer model. This money management center provides one-on-one appointments and workshops throughout the semester. Comet Cents works to help students improve their financial situation with topics such budgeting, credit card debit, investing and other personal finance areas.

**Intercultural Programs** provides a host of transition programs for international students and intercultural competency trainings for all students. They are located in SSB 3.6, on the third floor of the Student Services Building. Their phone number is 972-883-7430.

The **Student Counseling Center** offers confidential services to students either for individual appointments or as part of groups. Initial appointments must be made in person in the Student Counseling Center, which is located in SSB 4.600, on the fourth floor of the Student Services Building. Their main number is 972-883-2575 and the 24/7 Crisis Hotline is 972-883-8255 (972-UTD-TALK).

The **Testing Center**, run by the Education Technology Services, offers a 300-seat computer lab, providing UT Dallas students access to a comfortable and secure test environment for online/paper exams, quizzes, instructional testing, and assessments. The Testing Center is located in Room 11.175, the first floor of the Synergy Park North 2 (SP2) building and can be contacted by calling 972-883-5497 or 972-883-6735. See <https://ets.utdallas.edu/testing-center>.

If you experience issues taking an exam in eLearning, please contact the UTD eLearning Helpdesk: <https://ets.utdallas.edu/elearning/helpdesk>.

## **Undergraduate Students**

### ***Student Success Center***

The **Student Success Center (SSC)** offers assistance to students in the areas of writing, mathematics, communication, multiple science fields, study skills, and other academic disciplines. These services are available through individual appointments, small group appointments, drop-in labs, workshops, and weekly reviews. All undergraduate students enrolled at UT Dallas are eligible to participate in these services. Not all courses will be supported by all services. Please check the website at the beginning of each semester to find out which courses are supported by which services.

The SSC is divided into six units and undergraduate students are able to use as fits their course needs each semester. All services are free of charge.

In **Academic Success Coaching (ASC)**, students can receive help with time management, goal setting, test preparation, and various other study techniques and strategies. Student coaches offer one-on-one appointments and workshops throughout the semester.

The **Communication Lab (CommLab)** offers one-on-one and group appointments where students can gain practical feedback for improving oral and group presentations.

The **Peer-Led Team Learning (PLTL)** program provides an active, engaged learning experience for students enrolled in potentially difficult gateway courses. Students who register with PLTL will meet in small groups once a week and are expected to attend every session. Students who regularly attend sessions typically earn a half to a whole letter grade higher than students who do not participate in the PLTL program.

**Peer Tutoring (PT)** offers math and science tutoring assistance for many of the historically challenging undergraduate courses at UT Dallas. The sessions are designed to address students' individual questions and needs; however, the tutors do not provide answers for homework, quizzes, or exams. Peer Tutoring services include drop-in tutoring for most 1000 and 2000 level courses, one-on-one appointments for a limited number of 3000 and 4000 level courses, and weekly reviews the timings of which vary by semester.

**Supplemental Instruction (SI)** provides peer-facilitated weekly study sessions for students taking historically difficult courses. SI sessions encourage active, collaborative learning based on critical thinking and transferable study skills. SI Leaders attend lectures and take notes, just like the enrolled students. Students should check the SSC website for supported subjects and session times.

The **Writing Center (WC)** is a collaborative learning environment for students interested in developing stronger writing skills. One-on-one appointments are offered, as are weekly workshops. Scheduling an appointment is strongly recommended, but drop-in hours are also available.

The Student Success Center's main office is located in the McDermott Library Building on the first floor, MC 1.302, and can be contacted by calling 972-883-6707 or by sending an email to [ssc@utdallas.edu](mailto:ssc@utdallas.edu).

## **Graduate Students**

The [Center for Teaching and Learning](#) supports graduate students, especially teaching assistants through teaching certificates, workshops on pedagogy, and reading groups on emerging educational issues. They are located in MC 2.402, on the first floor of the McDermott Library. The Center's phone number is 972-883-2247.

The [Office of Graduate Education Fellowship Office](#) offers workshops on fellowship and grant writing, including a Grant Writing Certificate program. Students applying for external funding can schedule appointments to find funding and to develop their applications. The Fellowship Office is located in FA 3.104, on the second floor of the Founders Annex. The office's phone number is 972-883-4568.

The [Office of Graduate Education Writing Services](#) offers workshops on writing as well as one-on-one appointments, writing groups, and writing retreats to help graduate students improve their writing skills. The Writing Services Office is located in FA 3.104, on the second floor of the Founders Annex. Appointments can be made via email at [hickmann@utdallas.edu](mailto:hickmann@utdallas.edu).

## **University Resources**

Additional university resources, “Resources for Study and Campus Life” are listed in the online Undergraduate Catalog, <https://catalog.utdallas.edu/now/undergraduate/resources/index> and the Graduate Catalog, <https://catalog.utdallas.edu/now/graduate/resources/index>.