



# THE UNIVERSITY OF WINNIPEG

## BUSINESS AND ADMINISTRATION

**Course Number- BUS-3500/3, Fall 2017**

**Course Name – International Management**

### **Instructor Information**

**Instructor:** Dr. Satyendra Singh

**E-mail:** [s.singh@uwinnipeg.ca](mailto:s.singh@uwinnipeg.ca)

**Class Meeting Time & day:** 2:30 PM–3:45 PM (T/TH)

**Class Notes:** <http://abem.uwinnipeg.ca>

**Office:** 3BC06 Tel: (204) 786-9424

**Office Hours:** Thurs., 4:00-5:00 PM or by appointment

**Room:** 4C60

### **Important Dates**

1. First class participation due: Sep 28
2. Midterm test: Oct 3
3. Midterm break: Oct 9-13
4. Group project due: Nov 7
5. Withdrawal date without academic penalty: November 10, 2017
6. Second class participation due: Nov 28
7. Final exam date, time and venue: Dec 7, 2017 (1:30 PM – 4:30 PM), Room: 4C60

Please check the university website for exam date, time and location <http://www.uwinnipeg.ca/index/current-exam-schedule> as there may be changes/updates to this Fall Exam Schedule. Please confirm closer to the evaluation period

Please keep a copy of the course outline for your future reference as the department does not archive course outlines.

Students with documented disabilities, temporary or chronic medical conditions, requiring academic accommodations for tests/exams (e.g. private space) or during lectures/laboratories (e.g. note-takers) are encouraged to contact Accessibility Services (AS) at 786-9771 or [accessibilityservices@uwinnipeg.ca](mailto:accessibilityservices@uwinnipeg.ca) to discuss appropriate options. All information about a student's disability or medical condition remains confidential. <http://www.uwinnipeg.ca/accessibility>.

Students who plan to conduct research interviews, focus groups, surveys, or any other method of collecting data from any person, even a family member, must obtain the approval of the UHREB before commencing data collection. Exceptions are research activities in class as a learning exercise. See <http://www.uwinnipeg.ca/index/research-human-ethics> for submission requirements and deadlines."

All students, faculty and staff have the right to participate, learn and work in an environment that is free of harassment and discrimination. The UW Respectful Working and Learning Environment Policy may be found online at [www.uwinnipeg.ca/respect](http://www.uwinnipeg.ca/respect).

Students may choose not to attend classes or write examinations on holy days of their religion, but they must notify their instructors at least two weeks in advance. Instructors will then provide opportunity for students to make up work examinations without penalty. A list of religious holidays can be found at <http://uwinnipeg.ca/academics/calendar/docs/important-notes.pdf>

University of Winnipeg promotes a scent-free environment. Please be respectful of the needs of classmates and the instructor by avoiding the use of scented products while attending lectures. Exposure to perfumes and other scented products (such as lotion) can trigger serious health reactions in persons with asthma, allergies, migraines or chemical sensitivities.

A minimum of 20% of the work on which the final grade is based (i.e. term-test and class participation 1) will be available to the student before the voluntary withdrawal date.

### **Course Objectives/Learning Outcomes**

This theory and research-based course relates to developing skills needed for effective management of people, resources and processes in an international context, and focuses on management functions and behavior necessary to develop global vision and management skills at both a strategic (macro) level and an interpersonal (micro) level. This course is particularly useful for students interested in learning the impact of culture on international management, negotiations and strategy. Therefore, this course is designed to achieve the following objectives:

- 1 Understand the concept of management in an international environment and the factors affecting international management;
- 2 Acquire knowledge and skills needed for effective management of people, resources and processes in an international context; and,
- 3 Learn management functions and behaviors necessary to develop global vision and management skills at both a strategic (macro) level and an interpersonal (micro) level.

### **Evaluation Criteria**

→ Individual Assignment (10%): This individual oral presentation consists of analyzing and discussing a *journal article of your choice* from *only* the *Journal of International Management* or *Management International Review* published after 2000. These journals are available free of cost in EbscoHost/Business premier Source database in our library. Your presentation must include objective(s) of the journal article, hypotheses, methodology used to test the hypotheses, results and recommendations for international managers. Please do not choose an article that does not have hypotheses or propositions. Date for your presentation will be assigned to you in the first week of the course and posted on <http://abem.uwinnipeg.ca> → Study Group List. This assignment should be prepared in PowerPoint software for 10 minutes. You will have an additional 5 minutes for questions and answers. Failure to give presentation on due date will result in zero mark unless a medical note is provided. The fact that you need to work, have travel plans, or have too many tests/presentations/exams is not a valid reason for rescheduling your individual presentation. Your presentation must include academic journal citations. Please also give me a handout of your slides (6 slides/page), and a copy of the journal article (pdf is ok, but not a weblink as it may be password protected) on which your presentation is based. Please note that you must not show video clip during your presentation; no matter how short the clip is. Instead, you must speak for about ten minutes. Your final mark for individual presentation is the average marks given by your peer groups in the class; however, your mark may be adjusted if the class gave you unreasonably too low or too high. Please note that you will get a C in your presentation (and the class evaluation of your presentation will not be taken into account) if you (1) do not take an article from either of the journals mentioned on this page, (2) do not discuss/show the theory on which the article is based (3) take article that is based on Hofstede's old dimensions (4) show video clips; (5) base your presentation on a brand name, company, country, specific product, specific industry, case study; (6) do not show source of the article on your slide; and, (7) speak for only for about 5 minutes (*i.e.* too short), or speak for about 15 minutes (*i.e.* too long). Do not take an article for presentation which does not have an explicit theory.

→ Group project-typed (20%): This is research-based group project. I will give you a topic/area relating to international management. If for some reason, you wish to change the topic (though it must be in the same area;

you cannot change both title and area), please note that your project cannot be based on a brand, product, country, individual, specific industry, person, or company. See Assignment Guidelines for more details on the website: <http://abem.uwinnipeg.ca> The Guidelines are based on the format of a standard journal article. Please note that your report will get a C invariably if you (1) did not follow the assignment guidelines, (2) cite the same author(s) again and again in the same paragraph or page, (3) took Hofstede's old dimensions as variables and, (4) choose very common or obvious variables such as PEST, environment, culture, age, gender, politics, economy, social, competition, customer, brand awareness, etc (that is, I do not find anything new).... You should choose new and interesting variables that you can interconnect and justify the connections. *Your project grade depends on the novelty in your project. So select variables carefully. Obvious variables do not add any value or novelty to your project.* I will attach you to a group. *Change of group is not permitted.* Each group will have six/seven students. If you have been a group leader in my other courses before, please do not play the same role again; be a member of the group. *Late submissions will not be marked.* Please submit the signed group allocation form (available on the website; Assignment Guidelines, page 5) along with your project, without which your report will not be marked. Please note that I need two hard bound copies and an e-copy of your project in WORD format ([drsatsingh@gmail.com](mailto:drsatsingh@gmail.com)) for my records. Please write in the e-mail subject line (MG Group # ?? and abbreviated topic) and in the text name of your group members with student #s. Please do not convert it into .pdf or .jpg format. Also, please do not use OpenOffice software. If you do, you must save it in the format of .doc. If I'm unable to open it, your report will not be marked, leading to a zero. Please send me only one e-mail with all attachments containing the project in word format, data file such as XL/SPSS file (if applicable), or appendices such as pictures, logos, diagrams, large tables, figures, etc.

*Also do not prepare a full questionnaire and do not collect data from human beings.* However, you can collect data from published sources such as secondary databases, advertisements, logos, etc. Do not attach literature review materials to the e-mail. All e-mail attachment files must be created by your group. Your group project topic will be posted on the website under Study Group List.

→ Group presentation (10%): This is based on the written project. Your group should give a 15-minute (including PowerPoint set up time) oral presentation, followed by a 5-minute session for questions and answers. You must adhere to the time frame. We will use a stop clock to keep track of time. Please send me an e-copy of your presentation in .ppt format (do not make it .pdf or .jpg) at ([drsatsingh@gmail.com](mailto:drsatsingh@gmail.com)) before your presentation date for my records. Please write in the e-mail subject line (PPT presentation: MG Group # ?? and abbreviated topic).

Note: Each group will earn a score, out of 100%, based on the group's performance in the group project. To create a group-grade-pool, I will multiply 100% by the number of members in the group. For example, a group of five students would have a group-grade-pool of 500%. It is up to the members of that group to allocate the group grade pool among themselves by unanimous consensus, according to respective contributions to the project. If any member's contribution is expected (or going) to be outside the range (95%-105%), your group should see me as soon as possible. You should not sign the marks allocation form under peer pressure. Regardless of a distribution of marks, an individual group mark in the group work will not exceed 85. Project leader is not supposed to take extra marks for coordinating activities, scheduling meetings or proofreading the report. Please also note that if a group member drops the course (which is always the case in all courses and in most groups), the remaining group members cannot allocate themselves over 100% because now they have to do the "extra work." Group allocation marks are adjusted only when all members are present, agreed and signed. I expect every group member to contribute equally (i.e., 100%)!

→ Midterm Test (20%): This test will be based on short- and long-type questions. It is a closed book test, and may also include information from the individual presentations.

→ Final Exam (30%): This cumulative exam will include short- and long-type questions. It is closed book exam, and may include information from individual presentations.

- *Information about term test and final exam*: There will be no make-up midterm test. The weighting for the midterm test may be added to your final exam if you produce a doctor's certificate prior to the midterm test stating that your medical condition will prevent you from writing the test. Otherwise, you will get a zero in the term test. Please also note that you cannot refuse to take midterm or final exam after seeing the midterm test or final exam question paper on the ground that you are not feeling well all of a sudden. You will still be marked. If you are not feeling well, you should not appear for the term test or final exam. Please also note that there will be no rescheduling of final exam unless you produce a doctor's certificate prior to the exam stating that your medical condition will prevent you from writing the exam. Otherwise, you will get a zero in the final exam. Given the layout of the classroom, your sitting arrangement may be randomized in term test and final exam. The fact that you need to work, have travel plans, or have too many tests/presentations/exams is not a valid reason for rescheduling the term test/presentations or final exam.

→ Other course evaluation items (10%):

*Class Participation Marks (1<sup>st</sup> and 2<sup>nd</sup>) (5+5=10%)*: Students will be required to submit two Class Participation Reports (Report format is available at <http://abem.uwinnipeg.ca> → Assignment Guidelines → pages 8 and 9). Based on these reports and my cross-reference, you may earn marks toward your class participation. Factual contributions, which help organize basic information into a useful discussion, will earn a mark between 0% and 65%. To earn between 66% and 75% mark, you must provide some synthesis beyond the basic facts. To earn +75% mark, your contribution must demonstrate real insight into the key issues of the discussion or presentation. Asking questions during lecture or presentations (individual or group) constitute class participation' however, you'll not get marks if you ask hypothetical (e.g. what if ...), frivolous (e.g. unrelated), or obvious questions such as what is the sample size or its characteristics, weakness of the study, why single country, future research direction.... Instead you should: focus on the objectives of the study; state practical relevance/irrelevance of the presentation; demonstrate understanding of the issues discussed/presented; offer new insight: and build on statements of other students, among others. Your final mark for class participation is the average of all the marks that you have earned during the scheduled classes. If you are absent, you will get zero (unless you produce a medical note), which will lower your average class participation mark significantly. Further, you must not write on the reports if you did not speak in the classes. If you did, it will be reported to Department Review Committee for its action, because it is considered cheating. Please note that there are no marks for listening actively, taking notes, or formulating private thoughts.

*Absences (Negative mark)*: You will one *negative* mark for being absent from a class. If you missed classes, please ask your friend about what was taught in the class in your absence. Everything taught or discussed (e.g. book, tour, guest lecture, individual presentations, etc.) in the class is testable in term test or final exam.

*Professionalism (Negative mark)*: Late submissions (class participations reports or group project) will not be marked. Negative marks for *absences* will be posted on the website after the last class but before final exam date. One absence equals one negative mark.

*Grade guideline*: A+(≥85), A (≥80), A- (≈79), B+ (≥75), B (≥70), C+(≥65), C(≥60), D (≥50), F(<50)

## **Exam Requirements**

→Please do not use cell phones, iPhones, computers, Internet while writing term test/exam, or when out for washroom breaks. You will be asked to leave your cell phone in the classroom when you go to washroom.

→Students may be asked for identification when writing term test and final examination.

→ You'll need a calculator for this course. No dictionary allowed.

### **Required Text Book/Reading Material**

Required: International Management,  
Beamish, Morrison, Inkpen and Rosenzweig, McGraw-Hill, ISBN: 978-0-07-297538-3

This book is out of print. You'll need to buy used one from online vendors. The topics correspond to the Book Chapter. Class Notes and website links are posted on <http://abem.uwinnipeg.ca> and they constitute reading material for this course, test and exam.

### **Prerequisite Information**

A minimum grade of C in BUS 2210/3 or BUS-2103/3 or BUS-2440/3.

### **Misuse of Computer Facilities, Plagiarism, and Cheating**

Please read the Section VII relating to academic regulations and policies in the current UW Calendar.

### **Tentative Course Outline and Schedule**

Following are the topics to be covered, although all topics may not be covered.

- |   |       |  |
|---|-------|--|
| 1 | Sep 5 | Introduction to international management       |
| 2 | Sep 7 | Ethical challenges of international management |

#### **Revised Study group list to be posted on the website on Sept 14**

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|---|--------|---|
| 3 | Sep 12 | Impact of globalization on the organization of activities |
| 4 | Sep 14 | Evolving multinationals                                   |
| 5 | Sep 19 | Mergers and acquisitions (I)                              |
| 6 | Sep 21 | Seminar: Individual presentations and discussions         |

#### **First class participation report due on Sep 28**

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|---|--------|---|
| 7 | Sep 26 | Mergers and acquisitions (II)                     |
| 8 | Sep 28 | Seminar: Individual presentations and discussions |

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|----|-------|---------------------|
| 9  | Oct 3 | <b>Midterm test</b> |
| 10 | Oct 5 | Midterm test review |

#### **Midterm break during Oct 9-13, 2017**

- |    |        |   |
|----|--------|---|
| 11 | Oct 17 | Design and management of international joint ventures |
| 12 | Oct 19 | Seminar: Individual presentations and discussions     |

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|----|--------|---|
| 13 | Oct 24 | International strategy formulation                |
| 14 | Oct 26 | Seminar: Individual presentations and discussions |

#### **Final date for voluntary withdrawals, November 10**

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|----|--------|---|
| 15 | Oct 31 | International strategy implementation             |
| 16 | Nov 2  | Seminar: Individual presentations and discussions |

#### **Group project due on Nov 7 (No extension of the deadline)**

- |    |       |                         |
|----|-------|-------------------------|
| 17 | Nov 7 | International Relations |
|----|-------|-------------------------|

18	Nov 9	Seminar: Individual presentations and discussions
19	Nov 14	Seminar: Individual presentations and discussions
20	Nov 16	Seminar: Individual presentations and discussions
21	Nov 21	Seminar: Individual presentations and discussions
22	Nov 23	Group 1, 2 and 3 presentations

**Second class participation report due on Nov 28**

23	Nov 28	Group 4, 5 and 6 presentations
24	Nov 30	Exam preparation, course evaluation

FINAL EXAM Date, time and venue: Dec 7, 2017 (1:30 PM – 4:30 PM), 4C60

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