

# INTERNATIONAL MANAGEMENT SYLLABUS

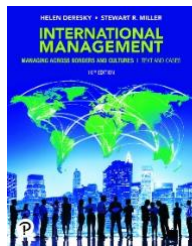
## Management 4600 (MAN 4600), Section 792-Online-Spring 2023

Professor: **Dr. Sharon L. Segrest**; Phone/ Fax/ E-Mail: Cell (727) 519-8535; Fax (727) 873-4571; [ssegrest@usf.edu](mailto:ssegrest@usf.edu); LPH 432;  
**Online Section:** 791  
**Office:** (LPH) Lynn Pippenger Hall 432; **Cell Phone:** 727-519-8535  
**Office Hours:** (Email to arrange a meeting).

**TEXTBOOK:** International Management: Managing Across Borders and Cultures; 2021, Helen Deresky & Stewart R. Miller; Tenth Edition, Pearson. This textbook is required for this class, and you will need to bring it to class for case and exercise work. You can buy an eText, paper version, or rent a text from various sources including one of the 3 USF Bookstores (<https://www.usf.edu/campus-life/bookstore.aspx>), the publisher, Amazon, Chegg, etc.  
<https://www.pearson.com/us/higher-education/program/Deresky-International-Management-Managing-Across-Borders-and-Cultures-Text-and-Cases-RENTAL-EDITION-10th-Edition/PGM2686092.html?tab=order>

### 1. Paper version ISBN-13 9780135897874

### 2. eText ISBN-13 9780136975489



**Welcome to International Management!** I am looking forward to a great semester and hope you all enjoy this class and learn some useful information. Understanding cross-cultural value differences can be very useful when working with individuals from different countries internationally or with members of different cultures domestically. This is one of the important competencies associated with career readiness. Regardless of the career you choose, it is important to develop your global/intercultural fluency.

“Global/Intercultural Fluency: Value, respect, and learn from diverse cultures, races, ages, genders, sexual orientations, and religions. The individual demonstrates, openness, inclusiveness, sensitivity, and the ability to interact respectfully with all people and understand individuals’ differences.” (see <http://www.nacweb.org/career-readiness/competencies/career-readiness-defined/>) An overall objective of this course is to help you develop your global/intercultural fluency.

**Course Description and Purpose:** Examines the effects of international cultural differences on business practices within and outside the United States and provides methods to build synergies and establish/enhance competitive advantage via those differences. This course is designed to challenge you to develop a more comprehensive understanding of the ways in which culture affects management decisions; to examine more closely your own assumptions, values, and beliefs and consider how they may affect cross-cultural management situations; and to become more familiar with the values of different countries, cultures, and their management styles. International Management is an eclectic field which emphasizes culture’s effect on the managerial process and is based on disciplines such as the following: anthropology, psychology, sociology, religion, history, and political science.

**Course Prerequisite:** MAN 3025, Principles of Management with a minimum grade of C.

**Restriction:** Senior Standing

### How to Succeed in this Course

Given the complexity of international management, it is very important to thoroughly read all the assigned readings in the text while focusing on the study guides provided. These chapters include a ton of information, and I will not regurgitate everything in the text. Instead, I will go over the highlights of chapters, clarify confusing concepts and provide examples. Take the time to go through the practice exam questions that are posted in Canvas. Listen to all video lectures while looking through the PowerPoints paying special attention to any notes in the PowerPoints (look at the notes view). Some students benefit from re-reading the chapters before the exam. Making and studying flash cards of key terms and the definitions may also be helpful. Take the Honorlock practice quiz to familiarize yourself with Honorlock at the beginning of the semester. The supplemental videos, discussion boards and international spotlight cases included in each module provide examples of material in the textbook and help students to delve deeper into the course topics. Be sure to submit your discussion board posts and international spotlight cases on time to get full credit. Late submissions lose 10 points per day.

### Course Objectives:

1. Understand how differences in cultural values can be used to describe national culture.
2. Understand the challenges of managing across cultures.
3. Understand the important elements of cross-cultural negotiation and communication.
4. Understand and explain the role of leadership across cultures.
5. Recognize entry strategies into foreign markets.
6. Understand the major ethical issues confronting MNCs and some of the actions being taken to be more socially and environmentally responsive to world problems.
7. Evaluate methods for identifying, managing, reducing and mitigating political risk.
8. Identify the 3 basic sources that MNCs can tap when filling management vacancies in overseas operations in addition to options of subcontracting and outsourcing.

### Grading:

Exams ( <a href="#">3 @ .20</a> )	60%
International Spotlight Cases	20%
<u>Discussion Boards</u>	<u>20%</u>
	100%

A	92.5-100	C	69.5-76.4
A-	89.5-92.4	D+	66.5-69.4
B+	86.5-89.4	D	62.5-66.4
B	82.5-86.4	D-	59.5-62.4
B-	79.5-82.4	F	0-59.4
C+	76.5-89.4		

**Exams: (3 @20% each)** There will be 3 midterm exams. Exam questions can be based on material covered in any aspect of class (e.g. reading assignments, video chapter highlights, PowerPoints, cases, and supplemental videos). The format of the exams will be multiple-choice questions. Study guides and practice questions for the exams will be posted and review will be available to those who are interested.

**Cases (International Spotlights): (18%)** Please answer questions completely and concisely. Do not answer questions with just a “no” or “yes” answer. Please elaborate. Late assignments will be penalized 10 points/day, so please prepare ahead of time to allow for emergency situations such as illness or computer problems. Submissions with numerous typos/ grammatical errors cannot earn a grade higher than a “C”, so please check your papers for errors. The write-ups of the International Spotlight cases for each chapter are due each week by Sunday at midnight. Please include citations or URLs for any websites or other materials you use to answer the case questions. Researching and including supplemental material in addition to the case information is strongly encouraged. A rubric is included on Canvas.

You are allowed to work on these together if you desire but do turn in your own copy of the completed answers. If you work with others, do include the group member names on the paper. In general, there are no wrong or right answers to many of these questions but do show that you put effort and thought into learning about the spotlighted country and the associated issues. Hopefully, these cases will be an interesting and fun and help you to go beyond the theories in the book and learn more about specific countries. Some Cases are designed to help you gain insight into international management situations that might arise and how you would react.

**Participation (Discussions): (18%)** In order to earn participation points, you must get involved. Each week you will have a Discussion Board due. Responding to these posts by the deadlines will earn you participation points. Late assignments are penalized 10 points per day and will be accepted up to 10 days late for partial credit. All the discussion boards will collectively count as 20%. You can probably still earn an “A” if you miss one assignment due to computer problems, illness, work issues, etc. **You are also required to respond in a thoughtful and polite manner to at least one other student for each discussion board during the semester.** Do take the time to read the Netiquette Guide posted on Canvas regarding professional online interactions. **Questions regarding clarification of assignments or any personal questions should be emailed to me directly.** Articulating your opinions and ideas and sharing relevant examples based on your experiences will enhance the learning experience for everyone and deepen your understanding of the material. Also, please feel free to point out any relevant news that related to the class. Professional behavior is always expected during this course. Please try to maintain a positive attitude and respect your professor and other students. Please include citations or URLs for any websites or other materials you use in your discussion post. A rubric is included on Canvas.

**Quizzes: (4%)** Chapter quizzes only count 4%. The quizzes test your knowledge of the chapter material and help you prepare for the exam. Quiz questions are in multiple-choice format.

**Late or missed assignments or exams:** It is expected that all assignments will be completed and submitted by the due dates specified on the class schedule. Exams are to be taken within the date range indicated on the class syllabus.

If you are unable to take an exam during the scheduled date range due to circumstances known in advance (e.g. an unavoidable school/work event), you must make arrangements with me to take the exam before the scheduled exam date. Otherwise, only extreme emergencies that can be **verified** will be accepted as an excuse for missing the exam (in the event of an illness, a note from the doctor explicitly indicating that the student should not attend class is mandatory). In the event of an emergency, it is your responsibility to contact me as soon as possible after the emergency (worst case, within 24 hours of the exam you missed). Make-up exams may be any format.

**Classroom Devices/Student Recording:** During exams calculators, tape recorders, cell phones, notes, books and other student-owned audio & technology devices are NOT allowed. All videos and other course materials are proprietary, and should not be shared, posted or used in any way outside of the current class.

**Canvas:** This course will be offered via USF's learning management system (LMS), Canvas. If you need help learning how to perform various tasks related to this course or other courses being offered in Canvas, please consult the Canvas help guide (<https://community.canvaslms.com/t5/Student-gh-p/student>). You may also contact USF's IT department at (813) 974-1222 or [help@usf.edu](mailto:help@usf.edu). It is strongly advised that you login to Canvas and print out your syllabus right away. Keep it handy so you don't miss any deadlines-especially the exams. Put the exam dates on your calendar, and don't forget to login to Canvas to check announcements daily if possible. Please keep up with course announcements in Canvas that include important course reminders and other information that will be helpful in succeeding in this class.

**Online Proctoring:** Quizzes and examinations will be conducted using an online proctoring tool called Honorlock. Keeping the audio and video (microphone and camera) on during such exams and quizzes is a must. If the student is not willing to use these, the student is asked not to register for this course. Any student may elect to drop or withdraw from this course before the end of the drop/add period. Online exams and quizzes within this course may require online proctoring. Therefore, students will be required to have a webcam (USB or internal) with a microphone when taking an exam or quiz. Students understand that this remote recording device is purchased and controlled by the student and that recordings from any private residence must be done with the permission of any person residing in the residence. To avoid any concerns in this regard, students should select private spaces for the testing. The University library and other academic sites at the University offer secure private settings for recordings, and students with concerns may discuss the location of an appropriate space for the recordings with their instructor or advisor. Students must ensure that any recordings do not invade any third-party privacy rights and accept all responsibility and liability for violations of any third-party privacy concerns. Setup information will be provided prior to taking the proctored exam. For additional information about online proctoring you can visit the online proctoring student FAQ at [https://www.usf.edu/innovative-education/digital-learning/digital-learning-resources/honor\\_lock.aspx](https://www.usf.edu/innovative-education/digital-learning/digital-learning-resources/honor_lock.aspx)

**Class Recording:** Exam reviews will be recorded and posted online. Student's voice and video may be included in the class recording. It is the student's responsibility to make sure the privacy of their surroundings and background is maintained.

## **UNIVERSITY POLICIES:**

### **Academic Honesty:**

See USF Policy on Academic Dishonesty and Disruption of Academic Process at [www.ugs.usf.edu/catalogs/0304/adadap.htm](http://www.ugs.usf.edu/catalogs/0304/adadap.htm). Because of the University's commitment to academic integrity, plagiarism or cheating on course work or on examinations will result in penalties that may include a grade of "F" for the specific exam and/or course work and a grade of "F" or "FF" for the course. Any incident of academic dishonesty will be reported to the dean of the college. Definitions and punishment guidelines for Plagiarism, Cheating, and Student Disruption of the Academic Process may be found at the web address listed above.

**Course Hero / Chegg Policy:** Contract cheating, paper mills, or the use of websites that enable cheating in this course are forbidden. The [USF Policy on Academic Integrity](#) specifies that students may not use websites that enable cheating, such as by uploading or downloading material for this purpose. This does apply specifically to Chegg.com and CourseHero.com – any use of these websites (including uploading proprietary materials) constitutes a violation of the academic integrity policy.

**Student Accessibility:** Please notify your instructor as soon as possible if you require accommodations or require special assistance with this course through the Student Accessibility Services. Confidential personal and learning assistance counseling are made available to students through Student Accessibility Services. Those who need extended time on exams need to inform Student Accessibility Services at least seven (7) school days (Monday-Friday) in advance of the scheduled exam, so that Student Accessibility Services has adequate time to inform me. [www.usf.edu/SAS](http://www.usf.edu/SAS).

**Religious Holidays:** Students who must miss an examination due to a religious holiday should notify me as soon as possible so that I can make accommodations.

**Covid 19 University Policies:** <https://www.usf.edu/coronavirus/>

**Campus Free Expression** (standard USF policy verbiage):

It is fundamental to the University of South Florida's mission to support an environment where divergent ideas, theories, and philosophies can be openly exchanged and critically evaluated. Consistent with these principles, this course may involve discussion of ideas that you find uncomfortable, disagreeable, or even offensive.

In the instructional setting, ideas are intended to be presented in an objective manner and not as an endorsement of what you should personally believe. Objective means that the idea(s) presented can be tested by critical peer review and rigorous debate, and that the idea(s) is supported by credible research.

Not all ideas can be supported by objective methods or criteria. Regardless, you may decide that certain ideas are worthy of your personal belief. In this course, however, you may be asked to engage with complex ideas and to demonstrate an understanding of the ideas. Understanding an idea does not mean that you are required to believe it or agree with it.

*Policies about accessibility, religious observances, academic grievances, academic misconduct, and several other topics are governed by a central set of policies, which apply to all classes at USF: <https://www.usf.edu/provost/faculty/core-syllabus-policy-statements.aspx>*

**Copyrights:** It is acceptable to tape the lectures and to take notes for personal use, but it is unacceptable to sell them to another person or to a company that specializes in the sale of class notes.

**Incomplete Grades:** An "I" grade may be given to an undergraduate student only when a small portion of the student's work (normally 30% or less) is incomplete due to circumstances beyond the control of the student and only when a student is otherwise earning a passing grade. "I" grades are to be used only in emergency situations and cannot be used as a means of avoiding a poor grade. Normally these are only for medical emergencies and require a signed letter from a medical professional that the student was prevented from attending class. The student must petition the professor before the week of final exams for a grade of "I" to be given.

The time limit for removing the "I" is to be set by the instructor of the course. For undergraduate students, this time limit may not exceed two academic semesters, whether or not the student is in residence, and/or graduation, whichever comes first.

**Course Prerequisite and Grade Requirements:** Prerequisite course name and number (if any), and any special grade requirements regarding passing certain courses with a "C" or better (for some majors); or a "C-" or better (required for graduation for College of Business core courses).

**Withdrawal:** No "W" grades can be obtained after the official drop or withdrawal date (indicate date for each semester). All students enrolled as of the withdrawal date (indicate date for each semester), will receive a letter grade of A, B+, B, C, C+, C, D+, D or F.

**Learning Support and Campus Offices:**

**Gender-Based Crimes/Sexual Misconduct/Sexual Harassment (Including Sexual Violence) -Supporting Crime Victims and Violence Against Women Act (VAWA):** [USF Policy 0-004](#) USF has a commitment to the safety and well-being of our students. Please be aware that educators must report incidents of sexual harassment and gender-based crimes including sexual assault, stalking, and domestic/relationship violence that come to their attention. I am required to report such incidents in order for the Office of Student Rights and Responsibilities or the Office of Diversity, Inclusion, and Equal Opportunity can investigate the incident or situation as a possible violation of the USF Sexual Misconduct/Sexual Harassment Policy and provide assistance to the student making the disclosure. If you disclose in class or to me personally, I must report the disclosure and will assist you in accessing available resources. If you desire confidentiality, there are campus and community resources listed below that will respect that decision.

**TAMPA CAMPUS**

**Tutoring Hub:** The Tutoring Hub offers free tutoring in [several subjects](#) to USF undergraduates. Appointments are recommended, but not required. For more information, email [asctampa@usf.edu](mailto:asctampa@usf.edu)

**Writing Studio:** The Writing Studio is a free resource for USF undergraduate and graduate students. At the Writing Studio, a trained writing consultant will work individually with you, at any point in the writing process from brainstorming to editing. Appointments are recommended, but not required. For more information or to make an appointment, email [writingstudio@usf.edu](mailto:writingstudio@usf.edu)

**Counseling Center:** The Counseling Center promotes the wellbeing of the campus community by providing culturally sensitive counseling, consultation, prevention, and training that enhances student academic and personal success. Contact information is available [online](#). (813) 974-2831; <http://usf.edu/student-affairs/counseling-center>

**Center for Victim Advocacy and Violence Prevention:** The Center for Victim Advocacy empowers survivors of crime, violence, or abuse by promoting the restoration of decision making, by advocating for their rights, and by offering support and resources. Contact information is available [online](#). The Center for Victim Advocacy and Violence Prevention, the Counseling Center and Student Health

Services are confidential resources where you can talk about such situations and receive assistance without the incident being reported. (813) 974-5757; <http://sa.usf.edu/advocacy>

**Student Health Services** (813) 974-2331; <http://usf.edu/student-affairs/student-health-services>

## ST. PETERSBURG CAMPUS

**Student Success Center** The Student Success Center provides free tutoring and writing consultations. Contact information is available [online](#). **The Academic Success Center (ASC)** The ASC provides academic support through individual and small group tutoring sessions, workshops, seminars, credit courses and academic coaching. The subject areas covered including accounting, marketing, finance, GRE, GMAT, math, statistics, writing, chemistry, biology, Spanish, French, etc. ASC consultants will help you solve problems, better understand assignments, brainstorm ideas, develop study skills and learning strategies, prepare for exams and tests, and much more. The ASC is located in Davis 107 at USFSP. Please visit <http://www1.usfsp.edu/success/>, email: [academicsuccess@usfsp.edu](mailto:academicsuccess@usfsp.edu) or call [727-873-4632](tel:727-873-4632) for open hours or to schedule an individual appointment.

**Victim Advocate** A victim advocate is available 24/7 by calling (727) 698-2079. The Victim Advocate is available to assist victims of crime, sexual assault, and partner violence. Rape Crisis Center of Pinellas County, Tel: 727-530-7273. USF Wellness Center: (727)873-4242. Non-confidential resources include the USFSP Police Department (727) 873-4140; Dean of Students & Director of Residence Life & Housing: Dr. Jacob Diaz (727) 873-4823, [deanofstudents@usfsp.edu](mailto:deanofstudents@usfsp.edu); St. Petersburg Police 727-893-7780 or 911; or the Pinellas County Sheriff (727)-582-6200 or 911. **If you are not sure what to do**, you are strongly encouraged to contact the USFSP Victim Advocate to confidentially explore your options including: Injunctions & Protective Orders on campus; Changes in Accommodations, Living Arrangements, Class Schedules, & Transportation; Assistance with Academic Issues – missed classes, late assignments, etc.

**Wellness Center:** The Wellness Center provides counseling and medical services, as well as prevention programs and victim advocacy. Contact information is available [online](#).

## SARASOTA-MANATEE CAMPUS

**Tutoring and Writing Support:** Learning Support Services provides free tutoring and writing consultations for a variety of courses and subjects such as, Accounting, Biology, Chemistry, Finance, Math & Statistics, Physics, and Spanish. Make an appointment [online](#).

**Counseling and Wellness Center:** The Counseling and Wellness Center is a confidential resource where you can talk about incidents of discrimination and harassment, including sexual harassment, gender-based crimes, sexual assault, stalking, and domestic/relationship violence. Call 941-487-4254

**Victim Advocate:** A Victim Advocate is available 24/7 by calling (941) 504-8599. For assistance leave a message with your phone number and your call will be returned as soon as possible. The Victim Advocate is available to assist victims of crime, sexual assault, and partner violence.

**End of Semester Student Evaluations:** All classes at USF make use of an online system for students to provide feedback to the University regarding the course. These surveys will be made available at the end of the semester, and the University will notify you by email when the response window opens. Your participation is highly encouraged and valued.

**Important Dates:** All the dates and assignments are tentative and can be changed at the discretion of the professor. Be sure to get the newest dates from the Registrar: <https://www.usf.edu/registrar/calendars/>

Drop/Add Deadline:	Jan. 13 <sup>th</sup> , 2023
Martin Luther King Holiday:	Jan. 16 <sup>th</sup> , 2023
Spring Break:	Mar. 13 <sup>th</sup> -19 <sup>th</sup> , 2023
Withdrawal Deadline:	Mar. 25 <sup>th</sup> , 2023
Final Examination Week:	April 29 <sup>th</sup> – May 4 <sup>th</sup> , 2023

**Final Examinations Policy:** All final exams are to be scheduled in accordance with the University's final examination policy.



## **COURSE SCHEDULE \* Subject to Change**

<b><u>Week</u></b>	<b><u>Assignments</u></b>
<b>1/09-1/15</b>	Introduction
<b>Due 1/13</b>	<b>Introduction Discussion BOARD!! This counts as 1<sup>st</sup> Day Attendance. Don't get dropped!!!</b>
Due 1/15	Add a profile picture to your Canvas account
<b>1/16-1/22</b>	Ch. 1, Assessing the Environment
Due 1/22	Case: Harley-Davidson Sees \$120m Hit from Tariffs This Year
<b>1/22-1/29</b>	Ch. 2, Managing Interdependence
Due 1/29	Case: Facebook Faces Fresh Probe After Photo Leak
Due 1/29	Ch. 2 Discussion Board
<b>1/30-2/5</b>	Ch. 3, Understanding the Role of Culture
Due 2/5	Case: An Australian Manager in an American Company
Due 2/5	Ch. 3 Discussion Board
<b>2/6-2/12</b>	Ch. 4, Communicating Across Cultures
Due 2/12	Case: Italy's D7G in China: Fashion Show Canceled in Shanghai Following Scandal
Due 2/12	Ch. 4 Discussion Board
<b>DUE 2/11</b>	<b>Ch. 1 Quiz, Ch. 2 Quiz, Ch. 3 Quiz, Ch. 4 Quiz</b>
<b>2/12-2/19</b>	<b>**MIDTERM EXAM -1** Chapters 1, 2, 3, 4</b>
<b>2/20-2/26</b>	Ch. 5, Cross-Cultural Negotiation and Decision Making
Due 2/26	Case: India's Ecommerce Crackdown Upends Big Foreign Players
Due 2/26	Ch. 5 Discussion Board
<b>2/27-3/5</b>	Ch. 6, Formulating Strategy
Due 3/5	Case: How UK Businesses Are Planning---or Not---for a No Deal Brexit
Due 3/5	Ch. 6 Discussion Board
<b>3/6-3/12</b>	Ch. 7, Implementing Strategy
Due 3/12	Case: Ikea Finally Opens in India, Minus the Meatballs
Due 3/12	Ch. 7 Discussion Board
<b>**Spring Break**</b>	
<b>3/20-3/26</b>	Ch. 8, Organization Structure and Control Systems
Due 3/26	Case: Renault and Nissan Attempt to Ease Tension with New Board
<b>DUE 3/25</b>	<b>Ch. 5 Quiz, Ch. 6 Quiz, Ch. 7 Quiz, Ch. 8 Quiz</b>
<b>3/26-4/2</b>	<b>**MIDTERM EXAM -2** Chapters 5, 6, 7, 8</b>
<b>4/3-4/9</b>	Ch. 9, Staffing, Training, and Compensation for Global Operations
Due 4/9	Case: Kelly's Assignment in Japan
Due 4/9	Ch. 9 Discussion Board
<b>4/10-4/16</b>	Ch. 10, Developing a Global Management Cadre
Due 4/16	Case: Expat Tax Breaks for Brexit Bankers: FT Readers Respond
Due 4/16	Ch. 10 Discussion Board
<b>4/17-4/23</b>	Ch. 11 Motivating and Leading
Due 4/23	Case: How to Bring Cross-Cultural Teams Together
Due 4/23	Ch. 11 Discussion Board
<b>4/23-4/28</b>	Prepare for Final Exam
<b>DUE 3/25</b>	<b>Ch. 9 Quiz, Ch. 10 Quiz, Ch. 11 Quiz</b>
<b>4/29-5/4</b>	<b>**FINAL EXAM--** (Chapters 9, 10, 11, Maps)</b>