



Global Management (MGMT 2420)

Term and Credits:

Quarter/Year: Winter 2022

Credit Hours: 4

Sec 1 - CRN 1638

Location: DCB 320

Time: M/W:2-3:50 PM

Instructor:

Name: Vijaya Zinnoury, PhD

Cell: 720-227-1864 (please text me first to set up an appointment)

Department: Management

Office Location: ONLINE

Zoom links set up on Canvas

Office Hours: By appointment only

Email: vnarapar@du.edu

Phone: Please contact me ONLY by e-mail

Communication Conduct:

You can address me as "Vi"

You can contact me by e-mail. My preferred e-mail is

vnarapar@du.edu

and cc me to: vnarapareddy@gmail.com

I will try to respond to your responses within 24 hours of receiving your e-mails, M-F.

I will communicate with you via Canvas email and announcements. Set up your Canvas settings so that notifications are reaching you through your preferred contact methods. Check Canvas every day for updates to announcements, assignments and class schedule.

COURSE DESCRIPTION:

- We now live in a highly integrated global economy (in spite of the current COVID-19 Pandemic) wherein the survival and success of leading American companies like Apple, Ford, Boeing, Google and Microsoft to name a few depends on global markets. Similarly, international business is equally important for domestic entrepreneurs as well as companies from other foreign countries. This course centers on the management of global operations.
- The main focus of this course is on exploring the cultural, economic and managerial issues critical for conducting business successfully in a multinational context. Unique situations in the form of cases will be discussed with the goal of making students aware of the dynamic, challenging, and complex world of managing organizations amidst global competition and other global uncertainties.

LEARNING OUTCOMES:

By the end of this course, students will

- A. Understand the management of international operations.



- B. Appreciate the theory and concepts that form the basis for international trade and foreign direct investment.
- C. Evaluate the multiple foreign entry strategies used to enter overseas markets.
- D. Comprehend the importance of culture in managing successful foreign operations.
- E. Develop a thorough understanding of the various issues involved in the effective management of various functional areas of a multinational organization.
- F. Evaluate the economic, political, and market-based risks arising out of a constituent-based managerial approach.
- G. Recognize the importance of ethics, corporate social responsibility, and sustainability in the management of global operations.

REQUIRED MATERIALS

1. **Required E-Textbook**: Apfelthaler, G. (7th ed) “*International Market Entry Strategies*.” This e-book may be purchased and downloaded from the following website.

<https://www.deadlysins.info/shop/>

Price \$27.99

2. **Case Packet**: Your instructor will provide information on how to obtain the case packet for this course in week 3.

RECOMMENDED: It is highly recommended that you read business publications, such as the Wall Street Journal, Asian Wall Street Journal, The Economist, Forbes, and Fortune on a regular basis as well as follow domestic and international business news aired by credible sources like CNBC, BBC, and *Asia Business*.

GRADING

The following is a synopsis of the assignments. More specific details and expectations regarding assignments will be posted on canvas and explained in class. Please be proactive in clarifying anything that may seem unclear or ambiguous.

ASSIGNMENTS & POINTS

Item	Assignment	Points
1	Global Case Quizzes	30%
2	Global Company Analysis	20%
3	Final Exam	25%
4	Class Participation (+Peer evals)	25%
	Total	100%



GRADING SCALE

IN PERCENTAGES:					
93% - 100%	A	90% - 92.9%	A-		
87% - 89.9%	B+	83% - 86.9%	B	80% - 82.9%	B-
77% - 79.9%	C+	73% - 76.9%	C	70% - 72.9%	C-

- I will not accept late assignments and assignments submitted by e-mail
- Examples of academic misconduct (e.g., cutting and pasting) and the associated penalty ("F" on assignment).
- Use of *Turnitin* for plagiarism detection - Students agree that by taking this course all required papers will be subject to submission for textual similarity review to Turnitin.com for the detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for detecting plagiarism of such papers.

1. Global Case Quizzes (30%)

- There will be a 15-minute quiz that you can take at your convenience
- Case quizzes will **only** be administered on Canvas and are due **before** the case is discussed in class and never after the case has been discussed in class. No late submissions or e-mail assignments will be accepted.
- You are allowed to have your case and notes while taking the quizzes, but you may not consult, collaborate, or receive assistance from anyone while taking the quiz.
- All cases are self-contained. So, you should only use information presented in the case.
- Downloading information from external sources not included in the case will earn you negative points.
- All submissions will be screened for plagiarism using Turnitin.
- Quiz grades will be posted on Canvas within 10 days from the date they are due.

2. Global Company Analysis Project (20%):

You will be in a group (of no more than four) with other students for the purpose of researching an international/global organization and will provide a report summarizing your findings. Specifics include the following.

- **This is a group assignment.**
- Students will be required to sign a team agreement at the start of the project.
- Student groups will have a team leader.
- Each student will receive the same grade as the Team grade. The BSBA curriculum has as a learning outcome that students will "have the interpersonal skills necessary to collaborate effectively in a business environment". As such, it is expected that each student will contribute equally to their group's project.
- A student can get fired from any group, at any time, and the fired individual(s) would have to do the entire project on their own. This outcome requires consultation and mediation with the instructor before it can be approved. A student can also leave a group and do the project on their own.
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- Students will identify relevant issues with the topic of failure/exit of a public company from a foreign market. (e.g., failure of an expansion strategy undertaken in a foreign market and how it impacts the company's competitive advantage). All research projects must be approved by your professor by the end of Week 1.
- Student teams will collect pertinent data from secondary sources, analyze the information collected, apply theoretical frameworks from the textbook and present their findings in the form of a written report. See <https://libguides.du.edu/mgmt3000> for easily accessible research sources. Refer to the project report guidelines and rubric posted on Canvas.
- The group's research will be reported in a paper, inclusive of research, findings, interpretations, and recommendations.
- Reports must be submitted before the due date (and time).
- See course calendar for due date.
- All reports will be assessed for plagiarism using Turnitin.
- Each student will be required to fill out and post a peer evaluation form on Canvas. The grade assigned to you by your teammates will be used to determine the points you will receive in this section (2% of your course grade—included in participation).

4. Final Exam (25%):

- The final exam will be based on the Systematic International Market Entry framework, including corporate readiness, product/service readiness, target market selection, and entry mode choice) presented in the textbook and one new case.
- It will be posted on Canvas in Week 10 and will be due at the time indicated in the syllabus. **No late or e-mail submissions will be accepted.**
- You may use your notes and the text, but no collaboration with classmates is allowed.
- The exam will contain a combination short and long essay questions.

5. Class Participation/Contribution (25%):

- This course emphasizes active learning through discussions. Therefore, it is essential that you read the chapters and cases in advance, prepare thoroughly, and contribute regularly and constructively.
- In order to receive credit, you need to be in class as well as participate.
- Missing classes will reduce your participation grade. Note that MGMT 2420 courses have an attendance policy.
- Missing more than 2 sessions (unexcused) will result in a zero score for participation
- Your contributions to class **MUST** be made in a respectful and professional manner.

Your participation grade will be based on the following:

1. **Contributions to daily class sessions** – All students are expected to participate and contribute to the discussion in each class session. I will randomly call on you, but meaningful participation through the chat box is very important to receive a good participation grade. You will also provide constructive feedback on presentations made by your classmates at the end of the course. Format will be posted on Canvas.



2. **Peer Evaluations** I will provide a form on Canvas that each of you will fill out for the other members of your group. Your score in this section will be based on the feedback I receive from your peers as to your performance in the group project.

UNIVERSITY EXPECTATIONS, POLICIES, AND RESOURCES

Students with Disabilities. Students who have disabilities or medical conditions and who want to request accommodations should contact the Disability Services Program (DSP); 303.871.2372/ 2278; 1999 E. Evans Ave.; 4th floor of Raffetto Hall. Information is also available online on the [DU Disability Services website](#); see *Handbook for Students with Disabilities*. Please note that academic accommodations cannot be applied retroactively, so it is important for you to register with DSP as soon as possible if you think you may need accommodations at some point while at Daniels College of Business.

DU Honor Code. All students are expected to abide by the University of Denver Honor Code. These expectations include the application of academic integrity and honesty in your class participation, assignments and assessments. The Honor Code can be viewed in its entirety on the [DU Student Conduct website](#).

All members of the University of Denver are expected to uphold the values of Integrity, Respect, and Responsibility. These values embody the standards of conduct for students, faculty, staff and administrators as members of the University community.

In order to foster an environment of ethical conduct in the University community, all community members are expected to take “constructive action,” that is, any effort to discuss or report any behavior contrary to the Honor Code with a neutral party. Failure to do so constitutes a violation of the DU Honor Code. Specifically, plagiarism and cheating constitute academic misconduct and can result in both a grade penalty imposed by the instructor and disciplinary action including suspension or expulsion. As part of their responsibility to uphold the Honor Code, instructors reserve the right to have papers checked for plagiarism against a database of papers submitted previously at DU, a national database of papers, and the Internet.

Additional University Expectations. Please review all University Expectations on the [Daniels College of Business syllabus website](#).

COVID-19 POLICIES:

The University requires that all employees and students comply with the following personal responsibilities. Protocol URLs are stable and linked below. Please check for the most up to date protocols regularly.

COURSE POLICIES

- **TWO or more unexcused absences will result in 0 points for participation.**



- This class will be a learning community with all members of the class recognized as contributors to our knowledge. Please try to talk directly to each other in class discussions to enhance communication effectiveness. Class attendance will be used for computing participation grade (as mentioned above).
- While courtesy is expected at all times, feel free to disagree respectfully with each other and with me. The issues explored in this class are not without controversy and there is room for many different opinions. Disagree without being disagreeable – practice appropriate social skills. Comments that are derogatory, negative, personal, aggressive, insulting and so on, will not be tolerated.

ZOOM TIPS & NETIQUETTE FOR ONLINE SESSIONS

- Camera **MUST** be ON (If I can't see you, you will be counted as absent on attendance).
- Be yourself and respectful to others.
- Ask questions through the "chat" box on Zoom.
- Communicate freely with me to clarify expectations.
- Complete your assignments, participate in polls and chats.
- **Mute your microphone** unless you are asked to speak.
- **Use the "raise hand" tool** if you would like to speak (physically raising your hand is fine too)
- Focus on Zoom class sessions only; use of other technologies such as cell phones during class is not allowed
- Please avoid anything during these sessions that you would not normally do in an in-person class



SYLLABUS: COURSE PLAN AND SCHEDULE

This syllabus is subject to change based on the needs of the class and **guest speakers, with 24 hours notice or as needed.**

Session	Date	Topics	Prep	Assignments
1	M, 1/03	Course introduction, expectations & International Market Entry CLASS ON ZOOM	Ch.1	Global Company Analysis proposals due before class on W, 1/05 Read Chap..1
2	W, 1/05	International Market Entry: Process & Readiness CLASS ON ZOOM	Ch.2	Read Chap. 2
3	M, 1/10	Product Readiness CLASS ON ZOOM	Ch.3	Read Chap. 3
4	W, 1/12	Product readiness Guest speaker CLASS ON ZOOM	Ch.3	1-page reflections on what you learned from the guest speaker due by 11 pm on Canvas today (W, 1/12)
5	M, 1/17	Market Selection	Ch. 4	
6	W, 1/19	Case 1	Case 1	CaseQuiz 1 DUE before class
7	M, 1/24	Foreign Entry Strategies	Ch. 5	
8	W, 1/26	Case 2	Case 2	CaseQuiz 2 DUE before class
9	M, 1/31	Culture in Global Management	Ch. 6	
10	W, 2/02	Case 3	Case 3	CaseQuiz 3 DUE before class
-COURSE MID-POINT-				
11	M, 2/07	Global Strategies & Emerging Markets	Ch. 7	
12	W, 2/10	Case 4	Case 4	CaseQuiz 4 DUE before class
13	M, 2/14	Global Ethics& Sustainability: Case 5	Case 5	CaseQuiz 5 DUE before class
14	W, 2/16	Guest speaker		
15	M, 2/21	Group Coaching	None	
16	W, 2/23	Group Coaching	None	
17	M, 2/28	Group Coaching	None	Final Global Co Analysis PPT slides before class on W 3/09
18	W, 3/02	Guest speaker		
19	M, 3/07	Case 6 Guest speaker: Dr. Charles Dhanaraj		CaseQuiz 6 DUE before class Final Global Co Analysis PPT slides before class on W 3/09
20	W, 3/09	Course Review		Final exam DUE pm by 4 pm on SATURDAY, 03/12 "Course Reflections" assignment due by 11:59 pm on W, 3/09



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Let's have a great class!