



**International Management**  
**MNGT 4320.783**  
**Fall, 2019-First 8 Week Term**

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**Office Location:** UTPB, Mesa Building 2256

**Office Hours:** Monday, Tuesday, and Wednesday, 9:30-11:30 a.m.

**Office Phone:** 432-552-2202

This course is a Web Course and is conducted within Canvas <http://utpb.instructure.com>

**NOTE: The due dates and times for the activities will adhere to the Central Time Zone.**

**Course Communications:**

With an online course it is essential to ask questions when you do not understand some the material or unsure as to some assignment. For most situations the best way to do that is via the "Inbox" messaging system within Canvas. Both the instructor and the coach can be located there. Your instructor does receive an email notification of any message received from the Inbox plus he checks the course typically three or four times with more frequent checks around the times of exams or major assignments.

If you would like to have a phone conversation regarding some aspect of the course, I would be pleased to talk to you. You can simply call the number above during office hours. If that is not convenient message me through the Inbox and ask to set up a time for phone appointment. I would be pleased to talk to you.

Look for announcements within the course. You can set the notifications settings in Canvas to send you an email or text when an announcement is posted. The announcements are where I will place class-wide notifications.

### Catalog Description:

This is a study of administrative philosophies, policies, and practices of international business organizations. The nature of management processes and activities is examined in terms of different social, cultural, political, and economic environments.

**Prerequisite:** MNGT 3310

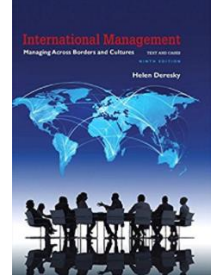
### Course Objectives: Upon successfully completing MNGT 4320

- Students will integrate, differentiate and evaluate management concepts applied to international business.
- Student will integrate previously learned aspects of globalization to address public policy and enterprise proposals.
- Student will integrate current trends in the international business to unique problems faced by the international businesses.
- Students will demonstrate good profession written and oral communicative skills application on addressing international issues in an individual written assignment.
- Working on the above goals will help students will become familiar with knowledge areas needed by management professionals in international enterprises.

### Required Textbook:

Deresky, Helen. *International Management: Managing Across Borders and Cultures*. (Nineth Edition) Boston: Pearson. 2017. ISBN-13: 978-0134376042 ISBN-10: 0134376048

Journal articles and other short readings that will linked to lessons within the course.



### Important Dates:

Classes begin	August 26
Last day to add a course	August 28
Last day to drop a course without creating an academic record	September 3
Last day to drop or withdraw from this session	September 27
Last day of classes or final examinations	October 18

## Course Activities:

### **Exams:**

There are three major examinations based on class presentations and assigned readings. All exams are two-part exams. Part One of each exam will be multiple choice questions. You have one hour to answer 50 questions. The second part of each exam will require longer essay answers. You will answer two or three questions out of four or five questions. You will have an hour to answer those questions. The two parts of the exam must be completed within the three-day window between when the exam opens and when it closes. You may, however, take the two parts at different times within that 3-day window.

Each exam is worth 100 points. Please be aware that the LMS may show more points being available for each part than what will be available. This is because typically you get to choose questions to answer in each part from a larger pool of questions.

Both parts of both exam require that the Respondus Lockdown Browser and Monitoring System be used.

### **Quizzes:**

Quizzes are short multiple choice tests designed to help you assess how well you are understanding points in lessons' readings and presentations. They you can earn 20 points per quiz, except for the syllabus quiz which is 10 points.

On most quizzes you can attempt each quiz *two times* with the highest of the two scores being the score counted in the grade center. The quizzes come from a bank of questions, so if you want to improve your score in the second attempt review the readings and presentations, not the first quiz. The quiz will change.

The first quiz--The Syllabus Quiz must be taken using the Respondus Lockdown Browser and Monitor. This is to ensure that you are familiar with how the Respondus system works before you get to a major exam. All other quizzes do not require the use of the Respondus system.

### **Graded Group Discussions:**

There are a two graded group discussion topics throughout the course. The class will be divided into groups for these discussions. Each group will have between 6-7 people. The graded discussions are each worth 20 points. To earn the full 20 points a participant should make a minimum contributions to the discussion over the course of the discussion. The first contribution should be within the first two days of the discussion. Typically, the discussion will be open for 5-6 days.

The contributions will address questions in the assignment and response other group members have made. There should be some discussion of ideas back and forth between group members. For that reason group members are expected to sign into the discussion three or four times during the course of the discussion, daily is a good target visits if you can.

Your instructor will visit each groups' discussion typically two or three times during the assigned discussion period. Often he will add his own comments to the discussion as an added group member. From-to-time he may add an additional question to the discussion to help simulate discussion or bring out key points that the group may wish to consider. If enrollments in the course are large enough that a coach is assigned to the course, the coach may also join in the discussions in manner similar to that of the instructor.

### **Group Papers:**

There are two group papers in the course worth 50 points each. Your group will want to discuss case or problem presented and then write an analysis using concepts from the unit. The paper should be submitted a single group project.

### **Individual Papers:**

There are two individual papers in the course for 50 points each. This paper will address questions related to the unit being studied. They may require a limited amount of research outside of the materials provided in the course.

### **Optional Comprehensive Final:**

At the end of the course on the days shown on the schedule students may take an optional comprehensive final. It will be a 100 multiple choice questions covering all material covered in the course. You will have 100 minutes to complete this test.

The optional comprehensive final will be worth 100 points and may be used to replace one of the regular exam grades, all quiz grades, or the two individual papers total grades. It may not be used to replace participation in group discussions or to replace the term project paper. If used to replace quiz or individual paper grades, you have to take all quizzes or both individual papers. You cannot take some from each category. Taking the optional final cannot lower your point total. It will simply replace a low grade.

## Course Grading System

The planned graded assessment activities of this course. Each activity has a different point value.

Evaluation Events	# of Events	Points per Event	Total Points
Exams	3	100	300
Optional Final Exam	1	100	Replaces an Exam Score from Above
Individual Case Papers	2	50	100
Group Papers	2	50	100
Group Discussions	2	25	50
Graded Discussions	2	25	50
Quizzes	4	25	100
<b>Total</b>			<b>700</b>

## Grading Scale

The semester grade for this course is based on the weighted average of all assignments using the weights above. The final grade will be based on the following scale:

Grade of A= 90% of total points

Grade of B= 80-89% of total points

Grade of C= 70-79% of total points

Grade of D= 60-69% of total points

Grade of F= 59% of total points or below.

Depending on the performance of the class on all assignments, instructor may “curve grades” by lowering minimum points in the weighted average needed for a particular grade. The curve will never raise the minimum needed for a particular grade.

## Time Management

The last time this course was offered students averaged 45 hours logged into the course over the term. There was a direct association between the time logged into the course and term grades earned. Besides for the time spent in Canvas working on the course students should plan for twice as many hours for reading assignments, working on projects, and preparing for exams outside of the time on Canvas. Please from the very beginning of the class schedule your time wisely and do not get behind.

## Timing of Grading and Feedback:

Timely and accurate feedback on assignments is important to help students understand the expectations on different types of assignments and to an assessment of learning. Different types of assignments take different time for grading and feedback. Every effort will be made to provide grades and feedback on the following schedule:

Type of Assignment	Grading Schedule
Quizzes and Multiple-Choice Sections of Exams Completed within the Time Limit	Machine graded with feedback provided shortly after submission
Quizzes and Multiple-Choice Sections of Exams Completed Submitted After the Time Limit was Exceeded.	This requires instructor or coach review. Review should be 1 work day of submission.
Essay Sections of Exams	Grades and feedback within 3 workdays of the deadline for completion of the exam
Individual Assignment Paper	Grades and feedback should be available within 3 workdays of the due date
Graded Discussions	Grades and feedback should be posted within 3 workdays of the assigned conclusion of the discussion.

## Course and University Policies

### Discussion Board

Discussion Board is primarily for discussing course related topics and issues.

Best practices are:

- Read all message postings in online discussion.
- Discussion are schedule to occur over a number of days so students can read others submissions, respond to them and expect a response to that submission. Plan to spend a short period each day of the discussion checking the submissions from others and engaging in a discussion.
- Respond to the question directly

- Reply to minimum of three other student posts, but certainly do more if the discussion is moving.
- Use a person's name in the body of your message when you reply to their message.
- Avoid postings that are limited to 'I agree' or 'great idea', etc.
- Ensure responses to questions are meaningful, reflective.
- Support statements with concepts from course readings, refer to personal experience, examples.
- Follow **Rules of Behavior (below)**.

### **Rules of Behavior**

Discussion areas are public to every student in this class (including your instructor) who will see what you write. Please pay attention to the language you use and adhere to the following guidelines:

- Do not post anything too personal.
- Do not use language that is inappropriate for a classroom setting or prejudicial in regard to gender, race, or ethnicity.
- Do not use all caps in the message box unless you are emphasizing (it is considered shouting).
- Be courteous and respectful to other people on the list
- Do not overuse acronyms like you would use in text messaging. Some of the list participants may not be familiar with acronyms.
- Use line breaks and paragraphs in long responses.
- Write your full name at the end of the posting.
- Be careful with sarcasm and subtle humor; one person's joke is another person's insult.

### **Academic Honesty and Integrity:**

The integrity of a university degree depends on the integrity of the work done for that degree by each student. The University expects a student to maintain a high standard of individual honor in all scholastic work (*Rules and Regulations of the Board of Regents*). Scholastic dishonesty includes, but is not limited to cheating, plagiarism, collusion, and the submission for credit of any work or materials that are attributable in whole or in part to another person, any act designed to give unfair advantage to a student, or the attempt to commit such acts. Detailed information on scholastic dishonesty along with disciplinary procedures is outlined in the *Handbook of Operating Procedures*, Part 5, Section 1, and the *Student Guide*.

Be aware that this course sometimes uses an internet web site designed to detect copying of online papers or parts of one.

All the course assessment activities will be submitted via Assignment Tool. Keep in mind the following standards/practices for submission of assignments:

- a. All course assessment activity files that will be submitted should be in MS Word .
- b. Be sure to put your name at the top of each page header.
- c. Always keep a copy of all the work you submit so that you won't need to re-do it if it should get lost in cyberspace.

## 2. **Online Student Authentication:**

UTPB requires that each student who registers for an online course is the same student who participates in, completes, and receives credit for the course. UTPB's Distance Education Policy requires faculty members to employ at least two methods of verification to ensure student identities. To access online courses students must login to the UTPB learning management system using their unique personal identifying username and secure password. UTPB's Distance Education Policy requires at least one additional student identification method within the course that has been determined and approved by the faculty or academic program. This course satisfies the second method of student authentication by requiring students to take monitored exams where a photo identification presented. The Respondus Lockdown system which monitors students taking exams at their own computers is provided free, but does require students to have a camera with the computer. Students may contact the instructor regarding have exams monitored by another monitoring service such a college testing center, but the student must bear the cost for alternative services and get approval for the specific service at least a week before an exam is open.

The "Introductions" module include links to the instructions on installing and use of Respondus Lockdown and Monitoring. Make sure that this systems works on your equipment. Quiz 1—The Syllabus Quiz requires the use of the Respondus system so you can ensure you can use it without difficulty early in the course and resolve any problems.

## 3. **Due Dates and Late Submission Policy:**

All course activities have due dates set in the course schedule and course calendar. Quiz due dates are set to help you pace yourself through the course. No late penalty will be assessed for quizzes completed after it due date. The last day to complete a quiz is the last day the exam in which the quiz feeds must be completed.

All other course activities must be submitted before or on set due dates and times set in the course schedule and calendar. If a student is unable to abide by the due dates and times, it is her/his responsibility to contact the instructor immediately. There will be a **10% deduction for each day** of late submission of the assignments other than quizzes.

NOTE: The due dates and times for the activities will adhere to the Central Time Zone.

## 4. **Accommodation for Students with Disabilities:**

Students with Disabilities: The University of Texas of the Permian Basin in compliance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act provides "reasonable accommodations" to students with disabilities. Any student with a



disability who is requesting an accommodation for this course must provide the instructor with official documentation in the form of a letter from the ADA Officer for Students. Only those students who have officially documented a need for an accommodation will have their request honored. \*\*Adapted from UTSA ADA syllabus statement.\*\*

ADA Officer for Students: Mr. Paul Leverington  
Address: Mesa Building 4243/ 4901 E. University, Odessa 79762  
Voice Telephone: 432-552-3702  
Email: [ada@utpb.edu](mailto:ada@utpb.edu)

For the accessibility and privacy statements of external tools used within courses, go to [Accessibility and Privacy Statements](#).

**5. Course Incomplete/Withdrawal/Grade Appeal:**

All students are required to complete the course within the semester they are signed up. Incomplete grades for the course are rarely given and will only be granted if the student has completed at least 75% of the course with a grade of 'C' or better and provides a valid, documented excuse for not being able to complete the course on time and has contacted prior to the scheduled last class to request an extension. The student will sign a contract that includes the incomplete course activities and the new due dates.

For grade appeal process go to <http://ss.utpb.edu/dean-of-students/student-grievances/>

**6. Tracking:**

Canvas course platforms have a tracking feature. This feature quantifies how often and when students are active in the course and also provides information if the student has accessed different pages of the course.

**7. Absenteeism:**

All the course activities have set dates to be completed and submitted. After the due dates the activities will not be available for the students. Thus, if you are ill for a prolonged time and cannot complete the activities, you must contact me and update the situation. You are expected to log into the course at least once a week.

If I am going to be out because of ill health, attending a conference, etc. you will be notified through email.

## Student Support Services:

SERVICE	CONTACT
ADA Accommodation/Support	ADA Officer for Students: Mr. Paul Leverington Address: Mesa Building 4243 Voice Telephone: 432-552-3702 Email: <a href="mailto:Leverington_P@utpb.edu">Leverington_P@utpb.edu</a>
Advising	UTPB E-Advisor at <a href="http://cas.utpb.edu/academic-advising-center/e-advisor/">http://cas.utpb.edu/academic-advising-center/e-advisor/</a>
Bookstore	(432) 552-0220 <a href="http://www.bkstr.com/texas-permianbasinstore/home">http://www.bkstr.com/texas-permianbasinstore/home</a>
Email, Outlook 365, my.utpb.edu	Information Resources Service <a href="http://www.utpb.edu/services/ird">http://www.utpb.edu/services/ird</a>
Financial Aid and Scholarship	(432) 552-2620 <a href="http://www.utpb.edu/campus-life/financial-aid">http://www.utpb.edu/campus-life/financial-aid</a>
Library	(432) 552-2370 The J. Conrad Dunagan Library Online at <a href="http://library.utpb.edu/">http://library.utpb.edu/</a>
Registrar	(432) 552-2635 <a href="http://www.utpb.edu/services/academic-affairs/office-of-the-registrar">http://www.utpb.edu/services/academic-affairs/office-of-the-registrar</a>
Student Services	<a href="http://www.utpb.edu/campus-life/dean-of-students">http://www.utpb.edu/campus-life/dean-of-students</a>
Technical Support	Canvas 1-866-437-0867 <a href="https://guides.instructure.com/">https://guides.instructure.com/</a>
Tutoring & Learning Resources	If you are taking courses through UTPB the following links provide services: Smarthinking Online Tutoring (provides tutoring services), SmarterMeasure (measures learner readiness for online course).

## Hardware/Software Requirements:

### ***Computer:***

A minimum of 64 MB RAM, 1 G of free disk space, 150 MHz or higher recommended, a monitor capable of at least 800 x 600 resolution

### ***Peripherals:***

You will need external speakers to be able to listen to audio files.

You will need a camera capable of providing live video as part of the Respondus Lockdown exam monitoring system.

### ***Software:***

The course content is presented through Microsoft Office 2008 - PowerPoint presentations and Word documents. In order to view the content you must have Microsoft 2008 programs and Acrobat Reader. You are required to submit all the course activities typed in Microsoft Word.

### ***Anti-virus software***

This is highly recommended for students and instructors. Online courses involve much file sharing, which increases your risk of computer virus infection. Anti-virus software will help protect your computer in case of exposure to a computer virus.

### ***Other software:***

There may be audio/video files in the course for which you will need Windows Media Player or QuickTime or Real Player.

### ***Internet connection:***

Recommended - Cable modem, DSL, or intranet (T-1); or 56.6 KBPS modem

Note: Corporate or academic security firewalls may block some course content, such as chat or streaming media. Accommodations for access can usually be arranged if you contact your network administrator, though local security policies ultimately dictate what is allowed. 56 K modem or better

### ***Unsupported Browsers:***

America Online (AOL), Prodigy, Juno, MSN, Yahoo and other Internet Service Providers (ISPs), provide their own internal and proprietary web browsers. These browsers may not be compatible with online courses. This is only supported by Firefox, Chrome, or Safari, but not Explorer.

Some late versions of the Apple operating systems have had problems working the Respondus Lockdown Browser and Monitoring System. Please the REACH website link for Respondus for specifications and instructions.

## **Preparation for Computer Emergencies:**

### ***Computer Crash***

Not having a working computer or a crashed computer during the semester will NOT be considered as an acceptable reason for not completing course activities at a scheduled time. NOTE: Identify a second computer before the semester begins, that you can use when/if your personal computer crashes. If it crashes during a quiz or examination you should call me or email me via another computer.

### ***Server problems***

When the Blackboard server needs downtime for maintenance, the Blackboard administrator will post an announcement in your course informing the time and the date. If the server experiences unforeseen problems your course instructor will send an email.

### ***Complete Loss of Contact***

If you lose contact with me completely (i.e. you cannot contact me via Blackboard or email), you need to call me at my office, 432-552-2212, and explain the reason you cannot contact me and leave me a way to contact you.

### ***Lost/Corrupt/Disappeared files***

You must keep/save a copy of every project/assignment on an external disk or personal computer. In the event of any kind of failure (e.g., Blackboard server crash or virus infection, students own computer crashes, loss of files in cyberspace, etc) or any contradictions/problems, I may will request you to resubmit the files. In other words, if you submit a document to me, and I either do not receive it (lost in cyberspace) or it is corrupted when I open it, it is incumbent upon you to resend it to me, corrected, with little or no “downtime” in regard to the timeline for submission.

### ***Online Student Authentication***

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requires at least one additional student identification method within the course that has been determined and approved by the faculty or academic program. This course satisfies the second method of student authentication by showing a government issued photo identification during exam monitoring of exams by the Respondus Monitor System. All exams require use of the Respondus monitoring system.

### **Canvas or Respondus Problems in Canvas**

At the bottom left-hand side of the home screen and most screens is a “? Help” . Clicking on it will link you to the Canvas help desk and many online guides for operating Canvas.

### **End-of-Course Evaluation & Instructor Evaluation:**

Every student is encouraged to complete an end-of-course evaluation/survey provided by UTPB. During the last few weeks of class, you will receive an announcement through email notifying you that the Course/Instructor Survey is available. You may follow the link in the email to complete the survey using the same credentials to access your courses here. When entering the emailed Survey link you will see a list of surveys for you to complete.

The survey is anonymous and your responses are confidential. Your feedback is critical to us and to your instructor as we strive to improve our offerings, and our support of you, the students.

### **Disclaimer & Rights:**

Information contained in this syllabus was to the best knowledge of the instructor considered correct and complete when distributed for use in the beginning of the semester. However, the instructor reserves the right, acting within the policies and procedures of UTPB to make changes in the course content or instructional techniques without notice or obligation. The students will be informed about the changes, if any.

**MNGT 4320.783: Healthcare Management  
Course Schedule— Fall 2019, First 8-Week Term**

<b>Dates</b>	<b>Topics</b>	<b>Readings</b>	<b>Assignments</b>
<b>Unit One</b>  <b>August 26 to September 10</b>			
	Lesson One: Assessing the International Political Environment	Text Chapter 1	Quiz 1: Sept. 2 Start Group Discussion on Globalization Backlash
	Lesson Two: Managing Interdependence	Text Chapter 2	Individual Paper #1 Due: Sept. 4 Continue Globalization Backlash Discussion— Ends on Sept. 8
	Lesson Three: Role of Culture in Management	Text Chapter 3 & 4	Individual Paper #2 Due: Sept. 8
<b>Exam One</b>  <b>Open Sept. 8 to Sept. 10</b>	Unit one lessons and readings		<b>Requires Lockdown Browser</b>
<b>Unit Two</b>  <b>September 11 to September 29</b>			
	Lesson 4: Cross-Cultural Negotiation and Decision Making	Text Chapter: 5	Quiz Two: Sept. 17 Groups look at Cemex Case
	Lesson 5: Strategy and the International Business Firm	Text Chapters: 6 & 7	Quiz Three: Sept. 23
	Lesson 6: organization and Control	Text Chapter: 8	Group Paper #1 Cemex: Sept. 22
<b>Exam Two</b>  <b>September 26 to</b>	Material in Lessons 4-6		<b>Requires Lockdown Browser</b>

September 29			
Unit Three September 30 to October 11			
	<b>Lesson 7: Human Resources and Building the Global Team</b>	Text Chapters: 9 & 10 Article "2017 Global HR Trends" (link in lesson)	Begin Group Case # 2 on Management Development on September 30
	<b>Lesson 8: Motivation and Leadership</b>	Text Chapters: 11	<b>Group Paper #2 Due: Oct. 8</b> <b>Quiz Four: Oct. 10</b>
<b>Exam Three</b>  Oct. 10 to Oct. 12	<b>Material covered in Lessons 7 and 8</b>		<b>Requires Lockdown Browser</b>
<b>Optional Final Exam</b> October 16	<b>Optional Final Exam Opens at midnight and closes at midnight.</b>		

- Unless noted otherwise all activities open at 12:01 a.m. on the opening date. All activities are due at 11:59 p.m. on the due date shown on the last day of the week.