



**TROY UNIVERSITY  
SYLLABUS  
SORRELL COLLEGE OF BUSINESS**

**MGT 4478 DBHN  
International Management  
Term B, 2008  
October 15- December 16, 2008**

**SORRELL COLLEGE OF BUSINESS VISION STATEMENT**

Sorrell College of Business will be the first choice for higher business education students in their quest to succeed in a dynamic and global economy. Sorrell College of Business will create the model for 21st century business education and community service.

**SORRELL COLLEGE OF BUSINESS MISSION STATEMENT**

Through operations that span the State of Alabama, the United States, and the world, Sorrell College of Business equips our students with the knowledge, skills, abilities and competencies to become organizational and community leaders who make a difference in the global village and global economy. Through this endeavor, we serve students, employers, faculty, and Troy University at large as well as the local and global communities

**TROY UNIVERSITY MISSION STATEMENT**

Troy University is a public institution comprised of a network of campuses throughout Alabama and worldwide. International in scope, Troy University provides a variety of educational programs at the undergraduate and graduate levels for a diverse student body in traditional, nontraditional and emerging electronic formats. Academic programs are supported by a variety of student services which promote the welfare of the individual student. Troy University's dedicated faculty and staff promote discovery and exploration of knowledge and its application to life-long success through effective teaching, service, creative partnerships, scholarship and research.

For course syllabus posted prior to the beginning of the term, the instructor reserves the right to make minor changes prior to or during the term. The instructor will notify students, via e-mail or Blackboard announcement, when changes are made in the requirements and/or grading of the course.

**Professor:** Dr. Eren Ozgen  
**E-mail:** eozgen@troy.edu  
**Office Location:** Adams 204  
**Office Hours:** M 8:25-9:25 am; 10:15-3:15 PM  
T 3:30- 5:30 PM; 7:45- 8:15 PM  
**Phone:** 334- 983-6556 ext: 430

### **INSTRUCTOR EDUCATION:**

**Ph.D. Management** Rensselaer Polytechnic Institute, NY  
**MBA** Rensselaer Polytechnic Institute, NY  
**B.S. Marketing** Russell Sage College, NY

### **MEETING LOCATION, DATES & TIMES:**

This class meets both online and on site. We meet in person once each week and you will have online assignments every week, except the last week of the course. **When meeting on site, hours are 10:00-12:55 PM on Saturdays. When you are participating online, you have deadlines during the week to complete your work but we do not meet at a stated time during those weeks.**

### **METHOD OF INSTRUCTION:**

This course will be delivered using a hybrid-learning format. This means that while most of the 45 contact hours of the course schedule will be in-class sessions; there are scheduled online meetings, exercises, and/or discussions.

**The in class sessions will be delivered on Tuesdays between 10:00-12:55 PM on Dothan Campus. Also an online session will be delivered each week, excluding the last week of the class, over the Internet using the Blackboard system. Each online session is estimated to equal two hours and fifteen minutes of contact time, exclusive of readings.**

A Blackboard site has been created to help manage class activities and to promote interaction among students. Blackboard will be used to provide such things as class announcements, lecture slides, syllabi, case analysis questions, research paper examples, and interactive forums for on line class meetings/exercises/ and or discussions. Access procedures will be provided at the first class session. For online class meetings, students are evaluated on the quantity (level of participation), quality (content) of participation, and the fulfillment of requirements and deadlines.

Please note that the on-line sessions **are not synchronous**. Specific participation instructions and response times will be posted on Blackboard.

### **Blackboard Discussion**

For each weekly discussion forums there are specific timeframes during which you can participate. **Each week the online session will start on Monday AM and close at Thursday 8:00 AM. PLEASE NOTE THAT THE ONLINE CLASS SESSION TIMES ARE VERY STRICT. Comments submitted prior to the start date and after the closed-by date will not be included in the grading process.** This is like attending class—if you aren't in the classroom at the time of the discussion, you can't receive credit for participation. Be sure to note the date by which you must respond. The items will NOT be available for you to respond to after those dates, so do not ask to make them up if you miss them. If, for a documented reason, you cannot access a computer during the time period a particular forum is open, as an alternative, you will be permitted to write a paper. The topic will be of my choosing.

To receive full credit for a grade, for each online forum assignment each student is required to submit his/her analysis for the assigned case and must make a substantive independent comment to the classmates' postings. A comment such as "I agree (or disagree)" or "what do you mean" or something similar does not qualify. I read every submission to the forums. If I see a submission similar to an "I agree" type of comment, I will remove it, and the student will not receive any credit for it.

Special note: comments or initial submissions made after 8:00 AM on the final day the forum will not count towards credit. **Waiting until the last minute to make a comment is like waiting until the other students have left the classroom to make a point. It is too late to count as participation because there is no one with which to participate.**

NOTE: For course syllabus posted prior to the beginning of the term, the instructor reserves the right to make minor changes prior to or during the term. The instructor will notify students, via email or Blackboard announcement, when changes are made in the requirements and/or grading of the course.

### **LATE REGISTRATION:**

Students who register during the first week of the term, during late registration, will already be one week behind. Students who fall into this category are expected to catch up with all of Week #1 and Week #2's work by the end of Week #2. No exceptions, since two weeks constitutes a significant percentage of the term's lessons. Students who do not feel they can meet this deadline

should not enroll in the class. If they have registered, they should see their registrar, academic adviser, CTAM/eArmyU representative, or Military Education officer to discuss their options.

Also note that late registration may mean you do not receive your book in time to make up the work you missed in Week #1. Not having your book on the first day of class is not an excuse for late work after the deadlines in the Schedule.

### **PREREQUISITES:**

MGT 3371.

### **Catalog Description**

A survey and analysis of topics important to successfully managing internationalized business operations. Included in the course are considerations of environmental analysis, modes of entry, planning and cross-cultural issues in directing, decision-making, organizing and staffing operations in multinational enterprises. Prerequisite: MGT 3371.

### **PURPOSE**

To provide a basic understanding of how to operate in a global environment. Meets the International Area requirement for the Business Administration core (all majors), with faculty advisor permission. BABA/BSBA General Business major specified elective (International Business concentration).

### **STUDENT EXPECTATION STATEMENT:**

All class members are responsible for the timely reading of all textbook and supplemental course material. In addition students are expected to participate in class discussion pertaining to the assigned material.

Students are expected to:

- read e-mails and all postings on the class online bulletin board.
- attend the class; participate in discussion forums and applied exercises on a weekly basis.
- read the textbook and articles as assigned.
- work with other students on group project as assigned.

Students are also expected to have ready access to a computer, a word processor and the Internet and have a "Plan B" if your primary plan fails. Internet Explorer 5.5 or Netscape Navigator 6.2 or higher are recommended for accessing Blackboard.

**STUDENT LEARNING OUTCOMES**

On completion of the course, the student should be able to:

1. Discuss the major issues and challenges that arise as organizations move from domestic to international operations.

Class assignment, case analysis exercises and discussion forum week 1, 3

2. Apply theories of national culture to business problems, and explain the role and effects of cultural assumptions on business thinking and planning.

Class assignment, case analysis exercises and discussion forum week 2

3. Discuss methods of conducting business appropriate to specific foreign environments.

Team project, Class assignment, case analysis exercises and discussion forum week 2, 3, 5

4. Differentiate among the political, legal, ethical, financial, economic, and socioeconomic environments of international business.

Team project, Class assignment, case analysis exercises and discussion forum week 1, 3

5. Determine the appropriate organizational structure for an international firm.

Class assignment, case analysis exercises and discussion forum week 4

6. Describe the major features of leadership, motivation, and intercultural communication in international business.

Team project, Class assignment, case analysis exercises and discussion forum week 2, 5

Discuss the major issues in international human-resource management, including expatriate issues.

Class assignment, case analysis exercises and discussion forum week 5

7. Identify appropriate modes of entry into international operations.

Class assignment, case analysis exercises and discussion forum week 3,4

**TEXTBOOK(S) AND/OR OTHER MATERIALS NEEDED:**

**International Management: Managing Across Borders and Cultures, 6/E**  
**Helen Deresky,**

ISBN-10: 0136143261

ISBN-13: 9780136143260

Publisher: Prentice Hall

Students should have their text the first week of class. Not having your book will not be an acceptable excuse for late work. Students who add this course late should refer to the “Late Registration” section for further guidance.

### **RESEARCH COMPONENT:**

Students are required to prepare a case analysis. The project guidelines and further detailed info are provided on the first day of the class.

### **TROY EMAIL:**

#### **All Students**

Effective July 1, 2005, all students were required to obtain and use the TROY email address that is automatically assigned to them as TROY students. All official correspondence (including bills, statements, emails from instructors and grades, etc.) will be sent ONLY to the troy.edu (@troy.edu) address.

- **All students are responsible for ensuring that the correct email address is listed in Blackboard by the beginning of Week #1.** Email is the only way the instructor can, at least initially, communicate with you. It is your responsibility to make sure a valid email address is provided. Failure on your part to do so can result in your missing important information that could affect your grade.
- Your troy.edu email address is the same as your Web Express user ID following by @troy.edu. Students are responsible for the information that is sent to their TROY account. You can get to your email account by logging onto the course and clicking “email link.” You will be able to forward your Troy email to your earmy email. You must first access your Troy email account through the Troy email link found on the website. After you log in to your Troy email account, click on “options” on the left hand side of the page. Then click on “forwarding.” This will enable you to set up the email address to forward your email to.

**MAKE-UP WORK POLICY:**

Missing any part of this schedule may prevent completion of the course. If you foresee difficulty of any type (i.e., an illness, employment change, etc.) which may prevent completion of this course, notify the instructor as soon as possible. Failure to do so will result in failure for an assignment and/or failure of the course.

If I have not heard from you **by the deadline dates for assignments, exams, or forums**, no make-up work will be allowed (unless extraordinary circumstances existed, such as hospitalization). Requests for extensions must be made in advance and accompanied by appropriate written documentation if the excuse is acceptable to the instructor. "Computer problems" are not an acceptable excuse.

**INCOMPLETE GRADE POLICY:**

Missing any part of the Course Schedule may prevent completion of the course. If circumstances will prevent the student from completing the course by the end of the term, the student should complete a request for an incomplete grade.

Note: A grade of incomplete or "INC" is not automatically assigned to students, but rather must be requested by the student by submitting a *Petition for and Work to Remove an Incomplete Grade* Form. Requests for an incomplete grade must be made on or before the date of the final assignment or test of the term. A grade of "INC" does not replace an "F" and will not be awarded for excessive absences. An "INC" will only be awarded to student presenting a valid case for the inability to complete coursework by the conclusion of the term. *It is ultimately the instructor's decision to grant or deny a request for an incomplete grade, subject to the policy rules below.*

**Policy/Rules for granting an Incomplete (INC):**

- An incomplete cannot be issued without a request from the student.
  - To qualify for an incomplete, the student **must**:
    - a. have completed over 50% of the course material and have a documented reason for requesting the incomplete. (50% means all assignments/exams up to and including the mid-term point, test, and/or assignments.)
    - b. be passing the course at the time of their request.
- If both of the above criteria are not met an incomplete cannot be granted.**
- **An INC is not a substitute for an F. If a student has earned an "F" by not submitting all the work or by receiving an overall F average, then the F stands.**

**METHOD OF INSTRUCTION:**

This is a hybrid class. It is ***not*** a “correspondence course” in which students may work at his or her own pace. In addition to i-class meetings each week there will be online assignments, on-line discussions, and/or exams with due dates. Refer to the schedule at the end of this syllabus for more information.

**METHOD OF EVALUATION:**

<b>Midterm exam # 1</b>	<b>: 25%</b>
<b>Final exam # 2</b>	<b>: 25%</b>
<b>Team Project</b>	<b>: 15%</b>
<b>Online Weekly Modules</b>	<b>: 20%</b>
<b>Quizzes (online and in-class)</b>	<b>: 15%</b>

**ASSIGNMENT OF GRADES:**

All grades will be posted in the student grade book in Blackboard and will be assigned according to the following or similar scale:

A	90 – 100%
B	80 – 89%
C	70 – 79%
D	60 – 69%
F	59% and below

Postings: I post grades in Blackboard, in the Gradebook.

FA: “FA” indicates the student failed due to attendance. This grade will be given to any student who disappears from the course for three or more weeks. See the **Attendance** section of this syllabus for additional information.

**SUBMITTING ASSIGNMENTS:**

- The assignments are listed in the course schedule: Please note the due dates on them. The **discussion board assignments** will be posted **only on the discussion board**. (Please do not e-mail or use the digital drop box to submit your discussion board assignment).
- The term project will be submitted via digital drop box. Your responses must be typed, **using 12pt. font, double-spaced, in MS-Word format**. One person from each team will submit the term project. The assignments **must be turned into the Digital drop box** by mid-night of the due date (note: Blackboard and I operate on central US time). Failure to comply will result in point deductions. No e-mail attachments will be accepted, due to the risk of viruses.

**Plagiarism Statement:**

Your work may be submitted to an on-line plagiarism detection service. Cheating, plagiarism, or knowingly furnishing false information to the University constitutes academic misconduct, and disciplinary procedures specified in the Student Handbook will be followed.

**TECHNOLOGY REQUIREMENTS:**

Students must have:

- A TROY e-mail account that you can access on a regular basis (see "TROY email" above)
- E-mail software capable of sending and receiving attached files.
- Access to the Internet with a 56.9 kb modem or better.
- A personal computer capable of running Netscape Navigator 7.0 or above, Internet Explorer 6.0 or above, or current versions of Firefox or Mozilla. Students who use older browser versions will have compatibility problems with Blackboard.
- Microsoft WORD software. (I cannot grade anything I cannot open! This means NO MS-Works, NO Wordpad, NO Wordperfect)
- Virus protection software, installed and active, to prevent the spread of viruses via the Internet and email. It should be continually updated!

**Internet Access:**

- This is an on-line class. Students must have access to a working computer and access to the internet. Students can use the TROY computer lab, a public library, etc., to insure they have access.
- "Not having a computer" or "computer crashes" are not acceptable excuses for late work.

**TECHNICAL SUPPORT INFORMATION:**

If you experience technical problems, you should contact the Blackboard Online Support Center. You can do this in two ways. First if you can log onto the course simply look at the tabs at the top of the page. You will see one entitled, "Tech Support." If you click on this tab, you will see the information below. You can click on the "Blackboard Support Center" link and receive assistance. If you cannot log onto the course, simply contact the center by calling toll free the number listed below. Assistance is available 24 hours a day/7 days per week.

**Blackboard Support Center**

Blackboard Online Support Center for Troy University provides Customer Care Technicians who are available to support you 24 hours a day/7 days a week.

**Call 1-888-383-6206 for live assistance**

If you are experiencing technical difficulties with your coursework or with features in Blackboard that are generating errors, please click the link below.

**Blackboard Support Center:** <http://supportcenteronline.com/ics/support/default.asp?deptID=67>

**NON-HARASSMENT, HOSTILE WORK/CLASS ENVIRONMENT:**

Troy University expects students to treat fellow students, their instructors, other TROY faculty, and staff as adults and with respect. No form of “hostile environment” or “harassment” will be tolerated by any student or employee.

**AMERICANS WITH DISABILITY ACT (ADA):**

Troy University supports Section 504 of the Rehabilitation Act of 1973 and the Americans With Disabilities Act of 1990, which insure that postsecondary students with disabilities have equal access to all academic programs, physical access to all buildings, facilities and events, and are not discriminated against on the basis of disability. Eligible students, with appropriate documentation, will be provided equal opportunity to demonstrate their academic skills and potential through the provision of academic adaptations and reasonable accommodations. Further information, including appropriate contact information, can be found at the following link: <http://www.troy.edu/humanresources/ADAPolicy2003.htm>.

**HONESTY AND PLAGIARISM:**

The awarding of a university degree attests that an individual has demonstrated mastery of a significant body of knowledge and skills of substantive value to society. Any type of dishonesty in securing those credentials therefore invites serious sanctions, up to and including suspension and expulsion (see Standard of Conduct in each TROY *Catalog*). Examples of dishonesty include actual or attempted cheating, plagiarism\*, or knowingly furnishing false information to any university employee.

\*Plagiarism is defined as submitting anything for credit in one course that has already been submitted for credit in another course, or copying any part of someone else’s intellectual work – their ideas and/or words – published or unpublished, including that of other students, and portraying it as one’s own. Proper quoting, using strict APA formatting, is required, as described by the instructor. All students are required to read the material presented at: <http://troy.troy.edu/writingcenter/research.html>

- Students must properly cite any quoted material. No term paper, business plan, term project, case analysis, or assignment may have **no more than 20% of its content quoted** from another source. Students who need assistance in learning to paraphrase should ask the instructor for guidance and consult the links at the Troy Writing Center.
- This university employs **plagiarism-detection software**, through which *all* written student assignments are processed for comparison with material published in traditional sources (books, journals, magazines), on the internet (to include essays for sale), and papers turned in by students in the same *and* other classes in this *and all previous terms*. The penalty for plagiarism may range from zero credit on the assignment, to zero in the course, to expulsion from the university with appropriate notation in the student’s permanent file.

**LIBRARY SUPPORT:**

The Libraries of Troy University provide access to materials and services that support the academic programs. The address of the Library Web site is <https://library.troy.edu> This site provides access to the resources of all Campus and Regional Libraries, as well as to resources such as the Library’s Catalog and Databases. Additionally, the Library can also be accessed by choosing the “Library” link from the University’s home page, [www.troy.edu](http://www.troy.edu), or through the eLibrary tab within Blackboard.

**FACULTY EVALUATION:**

In the eighth week of each term, students will be notified of the requirement to fill out a course evaluation form. These evaluations are completely anonymous and are on-line. Further information will be posted in the Announcements section in Blackboard.

**HOW TO LEARN ONLINE:**

Troy University eCampus is designed to serve any student, anywhere in the world, who has access to the Internet. All eCampus courses are delivered through the *Blackboard Learning System*. *Blackboard* helps to better simulate the traditional classroom experience with features such as Virtual Chat, Discussion Boards, and other presentation and organizational forums.

In order to be successful, you should be organized and well motivated. You should make sure you log in to our course on Blackboard several times each week. Check all “announcements” that have been posted. Start early in the week to complete the weekly assignment. You should also go to the Discussion Board early in the week and view the topic and question/s for the group discussion exercise. Make your “initial” posting and participate in the discussion. Begin reviewing for the exams early in the term. Do not wait until the last minute and “cram” for these exams. You should review the material frequently, so you will be prepared to take the exams.

**eCAMPUS:**

The eCampus Center at Troy University is here to serve you and assist with any questions, problems or concerns you may have. For assistance go to [www.troy.edu/ecampus](http://www.troy.edu/ecampus) or send an email to [troyecampus@troy.edu](mailto:troyecampus@troy.edu). Please do not hesitate to contact the eCampus staff if you need administrative assistance for any reason.

**TENTATIVE COURSE SCHEDULE:**

**(PLEASE NOTE THAT THIS IS A “SEVEN WEEK” COURSE. EACH CLASS MEETING IS “TWO HOURS AND FIFTY FIVE MINUTES”).**

Dates	Assignment
<p>Week 1</p> <p><b>In-Class:</b> (two hours and fifty minutes)</p>	<p>Chapters 1 and 2</p> <p>Assessing the environment</p>

<p>Online (Two hours and fifty minutes)</p>	<p>Assessing Interdependence</p> <p>Teams will be formed, In-class case analysis</p> <p><b>Module-1: Case Analysis Forum</b></p> <p>Comprehensive case analysis: Google in China</p> <p>Team forums: Team case analysis- company selection</p> <p>Quiz</p>
<p>Week 2</p> <p><b>In-Class:</b> (two hours and fifty minutes)</p> <p>Online (Two hours and fifty minutes)</p>	<p>Chapters 3 and 4</p> <p>Understanding the role of culture</p> <p>Communicating across cultures</p> <p>In-class Case Analysis' Nora Sakari</p> <p>Quiz</p> <p><b>Module-2: Case Analysis Forum:</b></p> <p>Comprehensive case analysis: Allure Cruise Line</p> <p>Quiz</p>
<p>Week 3</p> <p><b>In-Class:</b> (two hours and fifty minutes)</p>	<p><b>Chapters 5 and 6</b></p> <p><b>Cross-cultural negotiations and decision making</b></p>

<p>Online (Two hours and fifty minutes)</p>	<p><b>Formulating strategy</b></p> <p><b>Exam-1</b></p> <p><b>Module-3: Case Analysis Forum: Guanxi in Jeopradly</b></p>
<p>Week 4</p> <p><b>In-Class:</b> (two hours and fifty minutes)</p> <p>Online (Two hours and fifty minutes)</p>	<p><b>Chapters 7and 8</b></p> <p><b>Global alliances and strategy implementation</b></p> <p><b>Organization structure and control system</b></p> <p><b>Module-4: Case Analysis Forum: Starbucks' International Operations</b></p> <p><b>Team Exercise</b></p> <p><b>Quiz</b></p>
<p>Week 5</p> <p><b>In-Class:</b> (two hours and fifty minutes)</p> <p>Online (Two hours and fifty minutes)</p>	<p>Chapters 9 and 11</p> <p>Staffing, Training and compensation for the global operations</p> <p>Motivating and leading</p> <p><b>Module-5: Case Analysis Forum</b></p> <p><b>Infosys' Global Delivery Model</b></p> <p><b>Quiz</b></p>
<p>Week 6</p> <p><b>In-Class:</b> (two hours and fifty minutes)</p>	<p>TEAM PROJECTS- DUE</p> <p><b>CASE ANALYSIS EXAM</b></p>

<p>Online (Two hours and fifty minutes)</p>	<p><b>Module-6: Case analysis Forum</b> <b>Case 14 Analysis</b></p>
<p>Week 7 <b>In-Class:</b> (two hours and fifty minutes)</p>	<p><b>FINAL EXAM</b></p>

**TOTAL IN-CLASS HOURS: 51%**

**TOTAL ONLINE HOURS: 49%**