

Syllabus: Spring 2009

MGT458: Comparative International Management

Cross-Listed as IB458: Comparative International Management

Graduate-Level Listed as MGT588

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Office Hours: Monday 3:00-4:00 p.m., or by appointment

Course Meets: Monday 6:00-8:30 p.m.

Classroom: BC247

Course Objectives

Increasingly, the world of business organizations is global. In the modern world, it is very difficult to engage in business activities without at least sometimes encountering the international dimension. This is especially true in large organizations, but even small businesses are finding themselves in the cross-national business environment, and having to deal with the issues this raises. Many small internet start-up companies have found that much of their business comes from overseas, and they are quickly “multinational” even though they never intended to be.

In confronting the reality of global business, one quickly sees that labor laws, the business environment, cultural variables, wage rates, and myriad other issues are quite inconsistent around the world. This adds complex dimensions to the modern business organization. In addition, management is heavily involved in the direction of other people, and this human dimension cannot be ignored in its international context. In short, those in the business world can no longer assume that globalization applies only to the other companies of this world.

Globalization continues at an increasing pace, and intercultural contact is the natural result of this process. In business organizations, this raises numerous issues that must be addressed in the multinational firm. Do theories of human behavior, including motivation and leadership, apply equally in all world settings? How should one go about negotiating things like business contracts in the multinational arena? What methods can be used to select workers for international assignments, and what kinds of activities can best train and prepare such workers pre-departure? These questions, and many others, are faced daily by multinational firms.

This course will introduce the issues of the modern global business and the skills and knowledge required to manage such an organization. We will discuss the impact of global conditions on the management of human resources and the way people behave in organizations, and other management topics (such as strategic management) will be given some (but less) attention. We will discuss the expansion of foreign trade, the nature of globalization, issues of managing employees in the multinational organization, and the role of country culture, socio-political differences, and business customs and practices in this global context. Strategic management will be addressed in understanding the broader

business, legal and cultural environment in which business activities take place. While much of this course will focus on large organizations, there is no reason to assume that only large firms face these problems.

Learning Activities

Much of the class will involve traditional lecture methods, but case discussions may also be used to highlight key issues. Popular films will also be used to highlight critical issues, both through viewing entire films, and the use of shorter film clips as relevant. Not all in-class activities will necessarily be listed on the course schedule, so this is one more reason that regular attendance in class is important.

Activities that take place in class are inherently impossible to “make up” when a student is absent on that day. Thus, attendance is expected.

Texts

Adler, N.J. with Gundersen, A. (2008). *International dimensions of organizational behavior* (5th ed.). Mason, OH: Thomson/Southwestern Publishing.

Briscoe, D.R., Schuler, R.S., & Claus, L. (2009). *International human resource management* (3rd ed.). New York: Routledge.

For Those in MGT558 Only:

Requejo, W.H. & Graham, J.L. (2008). *Global negotiation: The new rules*. New York: Palgrave.

Grading of Undergraduate Students

Two exams will be given in class. Each of these is worth 100 points, and will include a variety of item formats. Students *must* bring a Scantron sheet (number 882-E) and a number 2 pencil to all exams for multiple choice items, but other formats (short answer, matching, etc.) will also be included on exams.

Films will be used in class to illustrate points related to class lectures and readings, and two films will be shown in their entirety on March 16 and on April 27. Films shown in class will require a reaction paper: the first reaction paper will be due on March 20, and the second will be due on May 1. The reaction paper will be evaluated on the degree to which it shows thoughtful consideration of class issues and readings. Each reaction paper is worth 50 points, so the total for this component of the class is 100 points.

Thus, the total number of points graded in this class will be 300 (200 for exams and 100 for films). The course grade will be assigned according to the following scale:

270 points or more	A
240 to 269 points	B
210 to 239 points	C

180 to 209 points	D
179 points or less	F

Grading of Graduate Students

Some students will be allowed to take this class as MGT588, and receive graduate-level credit of r the course. Those students will be graded as follows.

Three exams will be given in class. Each of these is worth 100 points, and will include a variety of item formats. Students *must* bring a Scantron sheet (number 882-E) to all exams for multiple choice items, but other formats (short answer, matching, etc.) will also be included on exams. Graduate students in MGT588 will be given at least one extra essay question on each exam.

Films will be used in class to illustrate points related to class lectures and readings, and two films will be shown in their entirety on March 16 and on April 27. Films shown in class will require a reaction paper: the first reaction paper will be due on March 20, and the second will be due on May 1. The reaction paper will be evaluated on the degree to which it shows thoughtful consideration of class issues and readings. Each reaction paper is worth 50 points, so the total for this component of the class is 100 points.

Each graduate student is expected to read the assigned book on global negotiations, and write a critical review of the book. The review of this book is due on April 20, and is worth 100 points.

Thus, the total number of points graded in this class (MGT588) will be 400 (200 for exams, 100 for films, and 100 for a book review). The course grade will be assigned according to the following scale:

360 points or more	A
320 to 359 points	B
280 to 319 points	C
240 to 279 points	D
239 points or less	F

Extra Credit Assignments

In addition, the professor reserves the right to give extra credit points on exams or for various class activities. Also, test scores can be improved by taking the optional final exam, as noted in the next section of this syllabus.

Optional Final Exam

A comprehensive final exam will be given as scheduled, and the grade on this exam can be substituted for any one exam with a lower score. This optional exam also will function as the “make-up” for any one missed exam. If the final exam score is lower than the other exam grades, a student’s grade will not be reduced. This will be the only make up exam given in this class.

Policy on Academic Honesty

Cheating will not be tolerated. Punishment for those caught cheating will be an “F” in the course. The person will also be subject to further sanctions as indicated in the NMSU student code of conduct.

Cell Phones

Please turn off all cell phones and beepers before class every day. As in the business world, taking calls during class will be viewed as disruptive and poor etiquette.

Policy on Electronic/Information Devices

In addition, no communication devices of any form are allowed to be visible during any graded activity. They must be placed in your pocket, purse, or in a backpack. If the instructor sees you in visible possession of a telephone, palm pilot, tape recorder, disk player, or any other device which can be used to store, retrieve, send, or receive any form of data or message, it will result in an automatic grade of F in the course, without regard to whether the device was in use at the time or not.

Students with Disabilities

STUDENTS WITH DISABILITIES: If you have (or believe you have) a disability & would benefit from classroom accommodation(s), contact the Services for Students with Disabilities (SSD) at Corbett Center, Room 244 (Phone 646-6840; TTY 646-1918). All medical info is treated confidentially. Do not wait until you receive a failing grade. Retroactive accommodations cannot be considered. Information, instructions & forms from the Services for Students with Disabilities Office are online at <http://www.nmsu.edu/~ssd/index.html>.
Accommodations: SSD Office, 646-6840 (Corbett Center, room 244); **Discrimination:** Office for Institutional Equity, 646-3635, O’Loughlin House.

Student Responsibilities

1. Within a few days of the start of the semester, register with SSD & obtain forms.
2. Within the first 2 weeks of beginning of classes (or within 1 week of the date services are to commence), deliver the completed forms to the instructor(s).
3. Within 5 days of giving the forms to faculty & at least 1 week before any scheduled exam, retrieve the signed forms from faculty & return them to SSD.
4. Contact the SSD Office if services/accommodations requested are not being provided, not meeting your needs, or additional accommodations are needed.

Faculty Responsibilities

1. Within five 5 working days after student gives you the forms, sign them, retain a copy, & return originals to the student.
2. Contact SSD immediately if there are any questions or disputes regarding accommodation(s), disruptive behavior, etc.
3. Refer the student to SSD for any additional accommodations.

Attendance Policy

Formal attendance will not be taken during class meetings, but your professor strongly encourages you to be in class every day. Material on exams will be drawn from assigned readings *and* from course lectures and activities, and you will be responsible for material covered in class whether you attend or not. Activities done in class are inherently incapable of being “made up” and thus a missed exercise is simply that. Also, any assignments, policies, or other issues discussed in class will apply to all students, present or not. Please attend.

Course Schedule

January 26 through March 2

The environment of international business, including the regulatory environment, the cultural environment, and the political environment, including issues of globalization. Managing human resources in the multinational firm, including issues of recruitment, staffing, compensation, pre-departure training, and safety and security issues.

Adler: Chapters 1, 2, 10 and 11

Briscoe: Chapters 1, 2, 3, 4, 5, 6, and 7

March 9: Test 1

March 16: Film 1

March 23: Spring Break

March 23 through April 13

Organizational behavior in the international context. The role of intercultural communication. Negotiation in the multinational context. Motivation and leadership across cultures.

Adler: Chapters 3, 4, 5, 6, 7, 8, 9, 12

Briscoe: None

April 20: Test 2

April 27: Film 2

Week of May 4: Optional Final Exam (TBA)