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 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 class 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.

Text


Grading of Students

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) 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 October 7 and on December 2. Films shown in class will require a reaction paper: the first reaction paper will be due on October 14, and the second will be due on December 9. 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 400 (300 for exams and 100 for films). The course grade will be assigned according to the following scale:

<table>
<thead>
<tr>
<th>Points</th>
<th>Grade</th>
</tr>
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<tbody>
<tr>
<td>360 or more</td>
<td>A</td>
</tr>
<tr>
<td>320 to 359</td>
<td>B</td>
</tr>
<tr>
<td>280 to 319</td>
<td>C</td>
</tr>
<tr>
<td>240 to 279</td>
<td>D</td>
</tr>
<tr>
<td>239 or less</td>
<td>F</td>
</tr>
</tbody>
</table>

**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.

**Email Communications**

Your NMSU email account is the official means of communicating with the university. Information critical to your success at NMSU is delivered to you via this account, and you are expected to follow rules and policies provided to you via this communication method. Any email from you to the instructor should be sent either through the CANVAS course management system or through your official NMSU email account. Please be advised that due to privacy and security concerns, we are unable to respond to emails from or about students that do not originate from an official NMSU email address.

Your instructor prefers all email be sent directly to pbenson@nmsu.edu

**Notice Concerning Disabilities and Discrimination.**

Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act Amendments Act (ADAAA) covers issues relating to disability and accommodations. If a student has questions or needs an accommodation in the classroom (all medical information is treated confidentially), contact:

Trudy Luken, Director  
Student Accessibility Services (SAS) - Corbett Center, Rm. 244  
Phone: (575) 646-6840 E-mail: sas@nmsu.edu  
Website: [http://sas.nmsu.edu/](http://sas.nmsu.edu/)

NMSU policy prohibits discrimination on the basis of age, ancestry, color, disability, gender identity, genetic information, national origin, race, religion, retaliation, serious medical condition, sex, sexual orientation, spousal affiliation and protected veterans status. Furthermore, Title IX prohibits sex discrimination to include sexual misconduct: sexual violence (sexual assault, rape), sexual harassment and retaliation.

For more information on discrimination issues, Title IX, Campus SaVE Act, NMSU Policy Chapter 3.25, NMSU’s complaint process, or to file a complaint contact:

Gerard Nevarez, Title IX Coordinator  
Agustin Diaz, Title IX Deputy Coordinator  
Office of Institutional Equity (OIE) - O’Loughlin House, 1130 University Avenue  
Phone: (575) 646-3635 E-mail: equity@nmsu.edu
Website: http://www.nmsu.edu/~eeo/

Other NMSU Resources:

NMSU Police Department: (575) 646-3311 www.nmsupolice.com
NMSU Police Victim Services: (575) 646-3424
NMSU Counseling Center: (575) 646-2731
NMSU Dean of Students: (575) 646-1722
For Any On-campus Emergencies: 911

Policy on Academic Honesty

Cheating: 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.

Academic and non-academic misconduct: The Student Code of Conduct defines academic misconduct, non-academic misconduct and the consequences or penalties for each. The Student Code of Conduct is available in the NMSU Student Handbook online: http://deanofstudents.nmsu.edu/student-handbook/

Academic misconduct is explained here: http://deanofstudents.nmsu.edu/student-handbook/1-student-code-of-conduct/3-academic-misconduct.html

Plagiarism. Plagiarism is using another person’s work without acknowledgment, making it appear to be one’s own. Intentional and unintentional instances of plagiarism are considered instances of academic misconduct and are subject to disciplinary action such as failure on the assignment, failure of the course, or dismissal from the university.

Cell Phones

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

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

August 19 through September 16

The environment of international business, including the political environment, the regulatory environment, and the cultural environment. Also, including issues of globalization and ethics in international contexts.

Chapters 1, 2, 3, 4, 5, 6

September 23: Test 1

October 7: Film 1

September 30 through October 21

Strategic issues in international businesses. Managing human resources in the multinational firm, including issues of recruitment, staffing, compensation, pre-departure training, and safety and security issues.
Chapters 8, 9, 10, 14

**October 28: Test 2**

November 4 through November 11

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

Chapters 7, 11, 12, 13

**November 18: Test 3**

**December 2: Film 2**

**Week of December 7: Optional Final Exam (TBA)**