TEXAS A&M UNIVERSITY-CORPUS CHRISTI
MGMT 5335 MULTINATIONAL MANAGEMENT
SUMMER I 2018
TR 6:00-9:45 P.M. OCNR 131 and Online at BB9.TAMUCC.EDU

Course number: MGMT 5335  Instructor: Dr. W. Scott Sherman
Semester: Summer I 2018  Office: OCNR 384
Office Telephone: (361) 825-2167  Office Hours: TR: 4:00-5:30p*
Email: scott.sherman@tamucc.edu  Or by appointment or online

*- On a week that class is scheduled to meet face-to face.
Students are encouraged to contact the professor online during a week class meets on-line.

Course Description: 3 sem. hrs. A study of the values, relationships, social structures and cultural
differences that affect the application of management processes in different international
environments. Attempts are made to distinguish problems that stem from organizational goals
and those due to cultural factors.

Course Prerequisites: MGMT 5310 or equivalent.

Learning Objectives:
This course is designed to provide an overview of major issues involved in managing a multinational
organization. The focus is on the cultural, leadership, and organizational challenges of managing a firm
across national boundaries. Important areas in the course are understanding and analyzing cultural
differences and their influence on management, the effects of national and cultural differences on
leadership, and the effects of these differences, along with political and economic influences, on
organization structure and strategy.

A student who has completed this course will be able to:
1. Understand and apply multiple models of culture and how to apply and integrate those models to
organizational management.
2. Understand and apply national, cultural, political, and economic factors to determine appropriate
leadership practices in different cultures.
3. Understand and apply national, cultural, political, economic and leadership factors to determine
the appropriate firm organization and competitive strategy in a multinational setting.
4. Present ideas effectively orally and in writing and as an individual and as a team.

IMPORTANT NOTES:
This course and all other courses offered by the College of Business are covered by the COB Student
Code of Ethics (available online at www.cob.tamucc.edu). Provisions and stipulations in the code are
applicable to all students taking College of Business courses regardless of whether or not they are
pursuing a degree awarded by the COB.

COURSE TEXTBOOK:
ACTIVITIES AND GRADING

Cultural Analysis Paper: (200 Points)
Each student will identify a target country not in North America and analyze its culture by applying at least two (2) approved cultural models and making recommendations on how integrating these cultural issues may affect firm management.

Leadership Analysis Paper: (200 Points)
Each student will identify a target country not in North America and analyze how its national systems, including political, economic, and cultural, effect leadership by applying at least two (2) approved leadership models and making recommendations on how these issues may affect firm leadership.

Organization Analysis Paper: (200 Points)
Each student will identify a target country not in North America and analyze determine how the national systems and leadership issues will affect firm organization and operation by applying at least two (2) approved models and making recommendations on how integrating these issues may affect firm management.

NOTE: The same country should be used for all three (3) analysis papers. Students will select countries the first week of class.

Comprehensive Examination: (200 points)
A comprehensive examination will be given during the semester. No makeup exam will be given. The test will include true-false, multiple-choice, and essay questions.

Individual Online Quizzes: (130 points)
Thirteen (13) online quizzes will be given during the course of the semester. Each quiz is worth ten (10) points and will be posted on Blackboard. These quiz schedule is shown on the course schedule.

Please contact the Islander Online website at https://iol.tamucc.edu/student_resources.html if you have difficulties in accessing the course or the quiz on Blackboard (bb9.tamucc.edu).

Individual Contribution: (50 points)
Class contribution will be assessed through in-class participation as well as feedback from group members throughout the semester. Students also are required to submit the introduction paper listed below, and peer assessments of class members’ participation each face-to-face class session. Class attendance will also be a factor in assigning the individual contribution grade. The contribution score for each face-to-face class can be up to ten (10) points.

Syllabus Quiz: (20 points)
A quiz of ten true-false questions is available online and may be taken up to two (2) times. The quiz is due by 11:59 p.m. May 31, 2018. The quiz will be discussed in class on May 29, 2018.

Required Assignments (No Grade):
Introduction Paper:
Each student is responsible for submitting a paper by Friday, June 1, 2018 at 8a that introduces the student to the professor and the class. The papers will be posted online for all students to see to facilitate class discussions. More details will be provided for the initial class session, Tuesday, May 29, 2018.
<table>
<thead>
<tr>
<th>Grading Item</th>
<th>Points</th>
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<tbody>
<tr>
<td>Cultural Analysis Paper</td>
<td>200</td>
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<tr>
<td>Leadership Analysis Paper</td>
<td>200</td>
</tr>
<tr>
<td>Organization Analysis Paper</td>
<td>200</td>
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<tr>
<td>Comprehensive Exam</td>
<td>200</td>
</tr>
<tr>
<td>Individual Online Quizzes (16 Quizzes worth 10 points each, Drop Lowest 3)</td>
<td>130</td>
</tr>
<tr>
<td>Individual Contribution</td>
<td>50</td>
</tr>
<tr>
<td>Syllabus Quiz</td>
<td>20</td>
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<tr>
<td><strong>Total Points</strong></td>
<td><strong>1000</strong></td>
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**Course Policies**

**Grading**

- A  90-100%
- B  80-89.99%
- C  70-79.99%
- D  60-69.99%
- F  Below 60%

**Class Attendance**

Attendance and participation are critical for adequate performance in this course. A variety of methods will be used to determine attendance, punctuality, and participation. The professor reserves the right to deduct 100 points from a student's accumulated total points for EACH absence in excess of ONE (1). Every student is entitled to full participation in class without interruption. All students are expected to be in class and prepared to begin on time. Please silence all cell phones as you enter the classroom. Disruption of class will not be tolerated. Anyone arriving ten minutes after the start of class may be considered absent for the day.

**Expectations Regarding Fully-Functioning Adult (FFA) Behavior**

Students in Management 5335 are graduate students in an AACSB-accredited College of Business and are expected to behave as adults. Each student is responsible for his or her own behavior and meeting all course assignments and requirements. Each student is responsible for being in class, on-time, and prepared. Persistent tardy arrival will be taken as a sign of disrespect for the class and the professor. Whining is not an adult behavior and will not be tolerated. Blaming others or providing reasons for why work is not done on time and to a professional standard is not adult behavior and will not be tolerated. In short, I expect to treat you as colleagues and be treated as a colleague in an adult and professional manner.

**Academic Integrity/Plagiarism**

University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.) In this class, academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in a zero the first time and failing the course for any additional offense.
**Dropping a Class:**
I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. June 15, 2018 is the last day to drop a class with an automatic grade of “W” this term.

**Preferred methods of scholarly citations** – APA style is the only accepted method used for citations and referencing during this class. All work should be paraphrased rather than copied directly. Material used from sources other than the text should use APA style citations and references.

**Classroom/professional behavior**
Texas A&M University-Corpus Christi, as an academic community, requires that each individual respect the needs of others to study and learn in a peaceful atmosphere. Under Article III of the Student Code of Conduct, classroom behavior that interferes with either (a) the instructor’s ability to conduct the class or (b) the ability of other students to profit from the instructional program may be considered a breach of the peace and is subject to disciplinary sanction outlined in article VII of the Student Code of Conduct. Students engaging in unacceptable behavior may be instructed to leave the classroom. This prohibition applies to all instructional forums, including classrooms, electronic classrooms, labs, discussion groups, field trips, etc.

**Disabilities Accommodations**
The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall 116.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

**Grade Appeals**
As stated in University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at
http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Dean’s office in the college in which the course is taught or the Office of the Provost.

**Statement of Academic Continuity**
In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.
<table>
<thead>
<tr>
<th>Week</th>
<th>Class topics</th>
<th>Assignments</th>
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| Week 1     | **Part 1 Foundations of Multinational Management** *(Chapters 1-4 in Cullen and Parboteeah, 2018)* | Introduction Paper Due 5/31 8a  
Syllabus Quiz Due 6/01 8a  
Country selection due 6/01 8a |
| Class Meeting 5/29 |                                                                 |                                                                 |
| Week 2     | **Part 1 Foundations of Multinational Management** *(Chapters 1-4 in Cullen and Parboteeah, 2018)* | Online Quiz Part 1 Due 6/08 8a |
| Class Meeting 6/05 |                                                                 |                                                                 |
| Week 3     | **Part 2 Strategy Content and Formulation for Multinational Companies** *(Chapters 5-7 in Cullen and Parboteeah, 2018)*  
**Part 3 Management Processes in Strategy Implementation** *(Chapters 8-10 in Cullen and Parboteeah, 2018)*. | Online Quiz Parts 2 and 3 Due 6/19  
Culture Paper Due 6/11 8a |
| Class Meeting 6/12 |                                                                 |                                                                 |
| Week 4     | **Part 4 Strategy Implementation for Multinational Companies** *(Chapters 11-12 in Cullen and Parboteeah, 2018)*  
**Part 5 Strategy Implementation for Multinational Companies** *(Chapters 13-16 in Cullen and Parboteeah, 2018)*. | Online Quiz Parts 4 and 5 Due 6/26  
Strategy Content and Management Paper Due 6/18 8a |
| Class Meeting 6/19 |                                                                 |                                                                 |
| Week 5     | **Exam**  
**Wrap Up Discussion**                                                                 | Strategy Implementation Paper Due 6/29 8a |
| Class Meeting 6/26 |                                                                 |                                                                 |
| 8/04       |                                                                 |                                                                 |