

Undergraduate Distance Education Review Form

(Required for all courses taught by distance education for more than one-third of teaching contact hours)

Existing and Special Topics Course

APR 19 2005

TITLE of PROPOSAL: Seminar in International Management (MGMT 459)**DEPARTMENT:** Management**PERSON:** Dr. Abbas Ali**Step One: Department or its Curriculum Committee**

The committee has reviewed the proposal to offer the above course using distance education technology, and responds to the CBA criteria as follows:

1. Will an instructor who is qualified in the distance education delivery method as well as the discipline teach the course? X Yes No
2. Will the technology serve as a suitable substitute for the traditional classroom? X Yes No
3. Are there suitable opportunities for interaction between the instructor and student? X Yes No
4. a. Will there be suitable methods used to evaluate student achievement? X Yes No
- b. Have reasonable efforts been made to insure the integrity of evaluation methods (academic honesty) X Yes No

5. Recommendation:X Positive (The objectives of the course can be met via distance education.) Negative

Provost B.W.
signature of department designee

4/14/05
date

If positive recommendation, immediately forward copies of this form and attached materials to Provost and Graduate Committee. Dual-level courses also require review by UWGC for graduate-level offering. Send information copies to 1) dean of the college, 2) Dean of Continuing Education and 3) Dean of Graduate School and Research. Forward this form to the Provost within 24 calendar days after receipt by committee.

Step Two: UNDERGRADUATE COMMITTEEX Positive recommendation Negative recommendation

Gail Schist
signature of committee chair

4/19/05
date

Forward this form to the Provost within 24 calendar days after review by committee.

Step Three: Provost Approved as distance education course Rejected as distance education course

Mark Hughes
signature of Provost

4/22/05
date

Step Four:

Forward materials to Dean of the School of Continuing Education, who will inform appropriate offices.

CBA Questions Pertaining to Online Courses

1. The two instructors that may be teaching this course have taught various courses and one of them has taught online courses at the undergraduate level. Both instructors have graduate teaching eligibility at the Doctoral level and have been teaching at the graduate level for over fifteen years. They have engaged in extensive research in the area of international business, globalization, and cross cultural.
2. Technology will certainly help in this type of course since majority of the learning takes place with the help of moderated discussions and dialogue sessions. WebCT provides the opportunity for both synchronous and asynchronous communication between students and faculty. Also, the online format is better suited for adult learners and working professionals.
3. There are ample opportunities for interaction between students and instructors as well as among students—e.g., chat sessions, e-mail, discussion groups, etc. A number of discussion sessions in small group format as well as for the entire class will be conducted during the semester.
4. (a) The evaluation will be very similar to a classroom. The papers and assignments will be submitted as attachments. The participation part will be evaluated based on the students' active involvement (both quality and quantity) in discussions and chat sessions.

(b) The instructors will participate in workshops organized by IDC to cope with technical difficulties and prevent possible violation of academic integrity. This will help in minimizing concerns associated with academic honesty of online courses are eliminated.

MGMT 459 Seminar in International Management—Distance Education (3 credits)
Fall 2005

Prerequisites: MGMT 454, Junior Standing

IMPORTANT

Read the entire syllabus thoroughly to understand the nuances of the Distance Education class; the *first quiz* is general and is based on your understanding of the syllabus.

Instructors: Abbas J. Ali, Ph.D.

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Tel. 724-357-5759, **Fax** 724-357-5743

E-mail: aaali@iup.edu.

Office Hours: M & W 12:40- 2:40 pm, T 8:00-9:00 am.

Text:

Phatak, Arvind (2004). *International Management: Managing in a Diverse and Dynamic Global Environment*. McGraw –Hill

Ferraro, Gary (2006). *The Cultural Dimension of International Business*. Prentice Hall

Catalog Description: Analysis of recent literature and development related to global business issues such as: strategic alliances, human resource management in global environments, global assignments, Japanese business system, and multinational corporations in the world economy.

Course Objectives: The seminar is designed to be a forum of ideas, thoughtful dialogue, and experience. The student will:

1. know the scope, nature, opportunities and problems involved in multinational business operations in a competitive global economy
2. be aware of economic, political, cultural and environmental differences that impact on day-to-day operations.

3. be able to develop the skill necessary to assess, forecast, plan and control business that transcends national boundaries.
4. be able to evaluate the firm's current policies and implementation strategies for the selected strategic options.

Teaching Method: The distance education section will utilize WebCT for facilitating student learning. Students may be required to participate in course discussions in asynchronous (threaded discussion) as well as synchronous (live chat) modes. Quizzes and exams will be conducted on-line. Students are expected to read the relevant parts of the chapter from the book (check course outline) as well as any additional online resources made available by the instructors on the WebCT. At the end of each chapter, there will be a quiz and/or assignment as detailed in the outline and announced periodically on the course calendar within the WebCT.

Evaluation:	Exams (2)	20% each	40%
	Quizzes (4)	5% each	20%
	Short Reports (10)	2% each	20%
	Cases (2)	5% each	10%
	Online Participation		10%

Grade Distribution: $\geq 90\%$ --A; 80-89.99%--B; 70-79.99%--C; 60-69.99%--D; $\leq 60\%$ --F

There may be a "scale slide" of unknown magnitude in your favor (to be determined only at the end of session).

Do understand-- Grades are based on achievement and will be available for review in WebCT through out the semester.

EXAMS: The exam will cover chapters which were covered prior to each exam. A comprehensive/cumulative makeup examination, which the students find to be very hard, may be scheduled toward the end of the semester only upon requests from the student(s) needing it. It can replace a maximum of one missed exam and will be held on campus (not online). So, don't miss on-line exam timings for trivial reasons. If you must miss an exam because of emergencies, we may provide a make up opportunity (online, on the same exam material) at a mutually convenient time within 5 calendar days of the original exam. However, those emergencies must be substantiated (examples of acceptable proof: Obituary Notice from a newspaper; record of doctor visit; etc.)

Exams will comprise of objective questions and short written answers.

QUIZZES & ASSIGNMENTS: Dates for quizzes, exams, and reports are listed in the outline section.

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CLASS PARTICIPATION:

You must participate in the following ways:

1. General Discussion (Threaded Discussion or WebCT Conference)

Every student is encouraged to post discussion topics pertaining to the course content, answer each other's questions, debate on course-related topics, etc. These discussions are open to the entire class and therefore post your messages in the appropriate category. You will be graded based on your ability to generate discussions as well as your meaningful participation in others' discussion topics. It is important that you read the discussions and do not create a new thread on a topic for which a thread already exists; this will keep discussions well organized.

2. Assigned Discussion Topics (Threaded Discussion or WebCT Conference—Only Within Team)

Each student will be randomly assigned to a group of up to eight students. During the semester, several discussion topics will be assigned by the instructors to be discussed and debated among the group members. Instructors will monitor your quantity and quality of participation. Please do not digress from the assigned topic. It is expected that your postings will be polite and professional. At the end of the term, each member will be provided a peer and self evaluation for the team, which will be incorporated in class participation grade.

You are also encouraged to participate in the following ways (non-graded):

3. Chat Sessions with the Instructors:

Each week, there will be one or two 30-minute chat room sessions for which the instructor will be available. You may use that time to clarify your questions. The times for each chat session will be announced a week in advance. Attendance in chat sessions is similar to visiting your professor during office hours as needed and asking pertinent questions.

4. Chat Sessions Among Students:

Two or more students can plan and meet online to chat among themselves to clarify and discuss any course-related topics. This works like study groups and can be especially useful to prepare for quizzes and tests.

5. E-mail

Students can send messages within WebCT (unless you cannot access WebCT for some reason) to the instructor if they have any questions that do not pertain to other students in the class.

IMPORTANT POINTS TO NOTE:

- Printing of practice quizzes, quizzes for grade or exams is **NOT** allowed; since WebCT keeps tracks of every keystroke you make, it is very easy to identify if you have attempted to print a quiz or exam. ***Printing a quiz or exam will result in a failing grade.*** However, printing lecture notes, homework assignment, etc. is allowed.
- It is strongly recommended that you take practice quizzes on each chapter before taking the real quiz on the topic(s).
- Exams and quizzes are expected to be closed book.
- Be aware that distance education classes take substantially more time and effort than traditional classes, especially if you are not organized and do not manage your time properly!
- Log on to WebCT and check your e-mail and the course calendar on a regular basis
- **Do change your password.** If you leave/reset your password to be the same as your username, you can get in some difficulties (as every one knows your username). For example, someone may log into your account with a criminal intent, such as peeking at a quiz before taking the quiz in one's own. When you log in later to take the quiz, the clock would already be ticking and immediately you would get a message indicating you are out of time. Please save yourselves of hassles and do not become a prey of computer fraud; ***do not*** set your password to be the same as your username.
- Study the chapter lecture notes on WebCT and the corresponding sections of the textbook chapter. At the end of each chapter, you will be responsible for quizzes/ assignments (please see course outline for details; we will attempt to provide those details in WebCT course calendar as well. Any deviations will be announced by e-mail).
- If you have questions,
 - First, go to the threaded discussion part of WebCT. (Menu path: home page→communication→conference) and see if your question has already been answered (either by the instructors or by your peers).

- If your question has not been answered, compose and post a question under the appropriate Topic (Chapter #), provide a brief subject and create your message. If your question builds on a topic that is being (or has been) discussed, use the appropriate thread (topic and subject).
 - After giving time for your peers to answer your question, the instructors will either confirm the answer and/or clarify the answer. Everyone, keep in mind that there is a 10% weight for quality and quantity of your participation.
 - Send a (private) WebCT e-mail to the instructors only if you have a question/communication that involves just you. For example, if you are traveling, you are sick, etc.
 - Each week, there will be one or two 30-minute chat room sessions for which the instructor will be available (Menu path: home page→communication→chat→Office hour). You may use that time to clarify your questions. The times for each chat session will be announced on a weekly basis and will be rotated to hopefully accommodate varying times schedules of students. Attendance in chat sessions is similar to visiting us during office hours as needed and asking pertinent questions.
- We will attempt to respond to all questions within 24-48 hours on weekdays and sometimes on weekends also. If we have to be out for a conference or other reasons, we will let everyone know about our schedule during that time.
- Online submission of assignments must be done before 12:30 pm (Eastern Time) on the due date. On-line quizzes and exams will be made available roughly 6 hours before their due dates. For example, if the due time is Wednesday 2:00 pm, the quiz or exam will be made available at 8:00 am on the same day. Make sure that you allot enough time on the due dates of quizzes and exams. For example, quizzes may require 10 minutes to complete and exams may need 1½ hours to complete. That means you have to start the exam latest by 10:55 a.m. on the due date to avail the entire 1.30 hours. But we recommend that you do it much earlier in the day since you may encounter technical problems at your end—e.g., ISP being down, computer hardware problem, no computer availability in lab, power outage, etc.
- While taking a quiz or exam, **do not** rely on the “time remaining indicator” in WebCT; it gets updated only when you save your answers. (Keep a wrist watch or a clock with you to pace yourself during exams and quizzes).
- Check the due dates for the exams, assignments and quizzes on the syllabus (we will attempt to update the course calendar as well but the syllabus is the most important source for the due dates unless you have been notified of any changes/corrections by e-mail).
- Late assignments will not be accepted, unless prior arrangement has been made. Twenty percent of your assignment grade will depend on how systematic, clear, and thorough you are.
- Maintain integrity and adhere to computer ethics (<http://www.fau.edu/netiquette/net/ten.html>)
- Maintain web netiquette, e.g., read some rules at <http://randomnetstuff.com/netiquette.html> or take this interesting quiz to see how

much you know about netiquette at
<http://www.albion.com/netiquette/netiquiz.html>

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Tentative Course Outline

Please check the WebCT lecture notes for each chapter. You will NOT be responsible for sections in the book that are not covered in the lecture notes, unless otherwise specified. Also, there may be a few topics in the lecture notes that may not be in the book.

In addition to quizzes and exams (announced below), there will be assignments on several chapters that will be announced on the calendar along with specified due dates.

All quizzes and exams will be released at 8:00am on “release dates” and are to be completed by 12:30pm on the same day.

Topic		Chapter	Release Dates
You are responsible for all assigned chapters. Assigned chapters must be read and questions should be asked to clarify ambiguous issues.			To Be Determine
Introduction to the course and an introduction to International Management. Introduction to WebCT; e-mail and threaded-discussion netiquette Read your syllabus			
Culture and international management.		Chapter 1 (book1 & book 2)	
The global macro-economic environment		Chapter 2 (book1)	Quiz 1
The political environment and political risk		Chapter 3 (book 1)	
Culture and international management: conceptual approach		Chapter 5 (book 1) and chapter 2 (book 2)	

Communication across borders and cultures	Chapter 12 (book 1) and chapter 3 (book2)	Quiz 2
Negotiation and decision - making across borders and cultures	Chapter 13 (book 1) and chapter 6 (book 2)	
Exam 1 and a case study report (Euro Disneyland)		
Contrasting cultural values	Chapter 5 (book 2)	
Coping with culture shock	Chapter 7 (book 2)	Quiz 3
Work motivation across borders and cultures	Chapter 14 (book 1)	
Leadership across borders and cultures	Chapter 15 (book 1)	
International human resource management and a case report (Living and working in Korea)	Chapter 16 (book2)	
Ethical dilemmas in the global marketplace	Chapter 17 (book 1)	Quiz 4
Developing global managers	Chapter 8 (book 2)	
Second EXAM		

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Blumenfeld, D. E.; L. D. Burns; C. F. Daganzo; M. C. Frick; and R. W. Hall. "Reducing Logistics Costs at General Motors." *Interfaces*, 25, pp. 26-47, (1987).

Bovet, D., and Y. Sheffi. "The Brave New World of Supply Chain Management." *Supply Chain Management Review*, Spring, pp. 14-22, (1998).

Buckley, P. and Casson, M. (1976). *The Future of Multinational Enterprise*. Holmes and Meier.

Burandt, G. and Gigs, N. (1992). *Moscow Meets Madison Ave*. Harper Collins.
Casson, M. (1997). *The Firm and the Market*. MIT Press.

Buzzell, R. D., and G. Ortmeier. "Channel Partnerships Streamline Distribution." *Sloan Management Review*, 36, p. 85, (1995).

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Carrol, M. P., *Culture*, in J. Freeman (ed.) *Introduction to Sociology: A Canadian Focus*, Scarborough, Ontario, Canada: Prentice-Hall, (1982).

Chen, S. and J. Hannart., "Japanese Inverstors' Choice of Joint Ventures Versus Wholly-owned Subsidiaries in the US: The Role of Market Barriers and Firm Capabilities." *Journal of International Business Studies*, 33(1), pp. 1-18, (2002).

Child, J., L. Chung, and H. Davies. "The Performance of Cross-Border Units in China: A Test of Natural Selection, Strategic choice and Contingency Theories." *Journal of International Business Studies*, 34(3), pp. 242-254, (2003).

Chui, A, A. E. Lloyd, and C. C. Kwok, "The Determination of Capital Structures: Is National Culture a Mission Piece to the Puzzle?" *Jouranl of International Business Studies*, 33(1), pp 99-128, (2002).

- Danis, W. M. and Parkhe, A., "Hungarian-Western Partnerships: A Grounded Theoretical Model of Integration Process and Outcomes." *Journal of International Business Studies*, 33(3), pp. 423-456, (2002).
- Dobson, W. (1991). *Economic Policy Coordination*. Institute for International Economics.
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- Hofstede, G., "Culture and Organizations." *International Studies of Management and Organization*, X(4), pp. 15-41, (1981).
- _____, "Motivation, Leadership, and Organization: Do American Theories Apply Abroad?" *Organizational Dynamics*, Summer, pp. 42-63, (1980).
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- Pothukuchi, B., F. Damanpour, J. Choi, C. C. Chen, and S. H. Park, "National and Organizational Culture Differences and International Joint Venture Performance." *Journal of International Business Studies*, 33(2), pp. 243-266, (2002).

- 1) There will be absolute enforcement of every prerequisite requirement for the coursework offered by the Eberly College of Business and Information Technology. This means students cannot postpone prerequisites and take them after the course in question.
- 2) The course withdrawal deadline is March 23, 2005
- 3) The sequence of topical coverage as listed in syllabus may be altered.

COURSE ANALYSIS QUESTIONNAIRE

A. DETAIL OF THE COURSE

- A1. This course will be an requirement of International Management majors and elective for students in the College of Business. The course is not intended for inclusion in the Liberal Studies program.
- A2. This course does not require changes in any other courses or programs in the Department of Management.
- A3. This course will be offered as mixture of lecture, case studies and exercises typical of courses in our program.
- A4. No, the course was not offered before.
- A5. This course is not intended to be dual level.
- A6. This course is not to be taken for variable credits.
- A7. Similar courses are offered at institutions of higher education (See Appendix A)
- A8. The American Assembly of Collegiate School of Business (AACSB) recommends, but does not require this course in its accreditation standards.

B. INTERDISCIPLINARY IMPLICATIONS

- B1. One instructor
- B2. It is not anticipated that any additional or corollary courses will be need, now or later.
- B3. This course does not overlap with any other courses at the University.
- B4. Yes

C. IMPLEMENTATION

- C1. No new faculty resources are required. Current faculty complement is sufficient to cover the instruction of this course based on anticipated departmental enrollment patterns in the near future.

No other new resources are needed to teach the course. Current library, equipment and space allocations are adequate to offer this course.

- C2. The U.S. Department of Education has awarded the College of Business a two-year grant to develop courses and curriculum in International Management.
- C3. This course may be offered once a year.
- C4. One section of the course will be offered at a time.
- C5. About 30 students will be accommodated in this course.
- C6. No
- C7. No

D. MISCELLANEOUS:

No additional information is necessary.

APPENDIX A

INSTITUTIONS OFFERING SIMILAR COUSES

American University
George Washington University
Florida State University
University of Minnesota
Pennsylvania State University

(Catalog Description / Course Syllabi are attached)

First Module Outline

This module provides a general perspective on culture and international management. It looks at the nature of the culture and its influence on management practices in a dynamic global market.

The Meaning and Definition of Culture

- A. Anthropology Perspectives on Culture
 - 1. Origin and Evolution
 - a. language
 - b. religion
 - c. economics
 - d. ethnicity
 - e. communication
 - f. attitude toward risk
 - 2. Definitions of Culture
- B. Elements
 - 1. Values.
 - 2. Beliefs
 - 3. Norms
 - 4. Attitudes
 - 5. Behavior.
- C. Nature of Culture
- A. The meaning of culture
 - 1. Learned
 - 2. Shared
 - 3. Compelling
 - 4. Interrelated
 - 5. Provides an orientation
- B. Why culture matters?
- C. Cultural underpinning
 - 1. National variables
 - 2. Societal variables
 - 3. Corporate culture
 - 4. Professional culture
 - 5. Individual values

Cross Culture Perspectives on Management

- A. Regional Aspects
 - 1. North America (USA).
 - 2. Western Europe
 - 3. Middle East & Africa
 - 4. East Asia
- B. Cultural Anthropology and Business

1. Culture and International business
2. Awareness of cultural environment
3. Culture and attitude.

International Competency and Cultural Skills

A. Cultural Perspectives on Competency

1. American perspectives
2. Japanese Perspectives
3. Chinese Perspectives.

B. Firms and Competency

C. Networking and Competency

1. Alliances
2. Strategic Alliances
3. Mergers and Acquisitions

D. Government and Diplomacy

1. Communication and culture
3. Negotiation and Culture

MG 459 Seminar in International Management	3 credits
	3 lecture hours
	0 lab hours
	(3c-01-3sh)

Corequisites: none

II. Course Objectives

- ### III. Course Outline

- 3

- corporations (3 hours)
- 12. Negotiations in global marketplace (3 hours)
- 13. International personnel Strategies (3 hours)
- 14. Global shakeout in the year 2000 (6 hours)

IV. Evaluation Methods

The final grade for the course will be determined as follows:

- 40% Tests: Two tests (mid-term and final)
- 25% Case Studies: Three case studies as directed by the instructor.
- 25% Research Paper: Each student will prepare a library research paper on a topic covered in the class and approved by the instructor. A preliminary draft of the paper will be due at mid-term and the final paper will be due during the finals week. Research paper will be graded on content and mechanics.
- 10% Class participation

V. Required Textbooks, Supplemental Books and Readings

Robock, S. and Simmonds, R. (1989). International Business and Multinational Enterprises, Richard Irwin.

Vernon, R. and Wells, L. (1991). The Manager in the International Economy, Prentice-Hall.

VI. Special Resource Requirements

none

VII. Bibliography

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