



MAN 3600 International Business CRN 11190
Tuesdays 5:30pm – 8:15pm in Lutgert Hall, Room 1204
Spring Semester 2020, 3 Credit Hours

Instructor: Dr. Daniel Rottig
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Office Location: Lutgert Hall 3314

Office Hours: Tuesdays 4:00 - 5:30 p.m.
Thursdays 3:30 – 4:30 p.m. & 7:15pm – 8:00pm

COURSE DESCRIPTION

Overview of the international business environment. Topics include globalization, differences in political, legal, economic & socio-cultural institutions, international trade, FDI, regional economic integration, the global financial & monetary system, and international dimensions of business functions.

Prerequisite: MAN 3025 for level undergraduate with minimum grade of C

KEY TOPICS COVERED IN THIS COURSE

1. Globalization
2. Analyzing International Opportunities
3. International Strategy and Organization
4. Global Marketplaces and Business Centers
5. Selecting and Managing Foreign Market Entry Modes
6. Managing Formal Institutions: Politic, Laws, and Economics
7. Managing Informal Institutions: Cultures, Norms and Ethics
8. International Trade Theories and Policies

9. Foreign Direct Investment
10. Regional Economic Integration
11. Global Financial Management
12. Developing an Export/Import Strategy
13. International Human Resource Management
14. International Marketing
15. Managing International Operations

TEXTBOOK AND READINGS *and other required materials*

- Wild, J. J. and Wild, K. L. (2018). *International Business: The Challenges of Globalization*, 9th edition, Prentice Hall (ISBN 978-0134729220)
- Class handouts and additional reading material posted on the *Canvas* course website

Case study and additional reading material: Some classes will be supported by additional reading and case study material. This material will be available online via *Canvas* and/or provided by the professor in class.

Supplementary reading material: To achieve an optimal learning experience and to facilitate class discussions, it will be useful to read newspapers and magazines related to the field of international business (IB), such as (available at the library):

- The Financial Times
- The Economist
- The New York Times
- The Wall Street Journal
- Bloomberg BusinessWeek
- Other IB Periodicals

GRADING AND ASSIGNMENTS

Course Grade

The course grade will be based on the following criteria:

▪ Exam 1	32.5%
▪ Exam 2	32.5%
▪ X-CULTURE International Student Collaboration Project	25%
▪ What's News in International Business Team Assignment	10%

TOTAL **100%**

Grading System

A	93.00+	4.0	C	73.00 - 76.99	2.0
A-	90.00 - 92.99	3.67	C-	70.00 - 72.99	1.67
B+	87.00 - 89.99	3.33	D+	67.00 - 69.99	1.33
B	83.00 - 86.99	3.0	D	63.00 - 66.99	1.00
B-	80.00 - 82.99	2.67	D-	60.00 - 62.99	0.67
C+	77.00 - 79.99	2.33	F	below 60.00	0.00

Important Note Regarding Grading System and Minimum Grade to Pass this Course

Please note that the grading system is specified to two decimal places and that you need to achieve at least 73.00% (i.e. a C grade) to pass this course. Final percentage course grades will be converted into letter grades based on the aforementioned grading system which means, for example, that a grade of 72.99% falls within the 70.00 - 72.99 range and will therefore be converted into a C- grade. No individual exception will be made to this grade conversation in order to be fair and equitable to all other students and to ensure consistent enforcement of the rules specified on this syllabus.

Exams

During the semester, there will be three exams. These exams will be closed book and constitute the opportunity to revisit the class material and to demonstrate familiarity with crucial theories and concepts in international business, and the ability to apply them to “real world” contexts. The exams will cover all aspects of the assigned class material, i.e. chapter and reading material from the textbook, additional reading and case assignments, class slides and handouts, lecture notes and discussions of case studies and real world examples. The dates of the exams are listed in the course schedule at the end of this syllabus. A missed exam counts as 0 (zero) and make-up exams will not be scheduled under any circumstances unless the absence falls under the conditions for an excused absence according to the university policy. Please peruse the Make-up Policy, which you can find under Ground Rules at the end of this syllabus.

Team Projects

There will be two team projects which each student is assigned to complete with two separate teams.

- (I) What’s News in International Business Assignment (*class team*)
- (II) X-CULTURE International Student Collaboration Project (*international student team*)

I) What’s News in International Business

Team Formation and Composition: The class will be divided into student teams. I will leave it up to you to find team members and form a student team. As the performance of multinational corporations often depends on the synergy effects of cross-functional and cross-national teams, I strongly encourage you to compose your team as diverse as possible. Furthermore, as it will be necessary for teams to work outside of class, I strongly encourage you to assess whether team members are ‘compatible’ in terms of scheduling team meetings and working together effectively prior to forming a team. Your team is responsible for the completion and submission of a team information sheet (which is posted onto *Canvas*) no later than ***the second class session of the semester*** (see term schedule at the end of this syllabus).

Team Assignment: Your team is assigned to summarize and discuss two related articles on a topic that is relevant to the material covered in the class session of your presentation. The two articles must be published in the following (online) sources, newspapers and magazines: BBC World News (<https://www.bbc.com/news/world>), Bloomberg Business Week (www.businessweek.com), The Economist (www.economist.com), The Financial Times (www.ft.com), New York Times (www.nytimes.com), The Wall Street Journal (www.wsj.com), or the Washington Post (<https://www.washingtonpost.com>).

The articles MUST originate from two of the aforementioned seven sources and thus cannot be chosen from the same source (e.g. your team may choose one article published in The Economist, and the other published in The Financial Times). Further, both articles MUST relate to the same news topic/issue/event in international business. The two articles may either complement each other or, preferably, take different stands/viewpoints/opinions on the same news topic/issue/event.

Your team's job is it to:

- (1) Briefly introduce the topic underlying both articles. Explain why you chose the topic (why it is currently of interest), and why you chose specifically the two articles you are presenting. In other words, you need to provide a brief introduction which should evoke the interest of your audience in the topic of your presentation.
- (2) Summarize the main points of each article separately. What messages is the author(s) trying to convey? What is the core information the author(s) wants to communicate?
- (3) Integrate both articles. Relate them to each other in the context of the underlying topic. How do the articles complement each other? What different viewpoints do they take on the same topic? What do we learn more by reading both articles instead of only either one on them? Make sure to explicitly address each of these questions.
- (4) Relate the topic underlying both articles as well as the specific content of the articles to the topic material discussed in the class of your presentation. How/where does the topic fit into our course, class discussions, chapter material etc.? Stimulate a class discussion about the topic of your articles by posing 2-3 questions about the articles and underlying topic to the class (articles that take different/opposite viewpoints on the same topic come in handy here!)
- (5) Provide a brief summary of what you have learned from the articles (i.e. draw a brief conclusion).

Your team will present the What's News assignment in class using presentation slides (e.g. Power Point) Each presentation will be allocated approximately 15 minutes: about 10-12 minutes for the actual presentation and about 3-5 minutes for class discussion. A good rule of thumb is to use no more than 1 slide per minute of allocated presentation time, hence, about 10-12 slides for this assignment. Each team member must take a part in the presentation and you need to explicitly address all questions related to the aforementioned five tasks on your presentation slides and in your presentation.

Deliverables:

Your team is responsible for posting onto our Canvas course website:

- the presentation file (e.g. Power Point) comprising a title page with your team name/number, names of team members, titles, sources and publication dates of articles, and underlying topic, as well as slides regarding your answers to the aforementioned five sets of questions in bullet point format, and
- the articles you are presenting in digital form. If you will not be able to post the articles in digital form, you must submit hard copies of the articles on the day of your presentation to your class mates.

Due date:

I will randomly assign presentation dates to each team when teams are formed and then post the schedule onto Canvas. The presentation slides (e.g. Power Point) are due by 8:00pm (US Eastern Time) of the day prior to the day of the presentation. Please post your article presentation file (e.g. in Microsoft Power Point format) and article files (in pdf format – do not post links to the articles!) in the “What’s News in International Business” folder located under ‘Discussions’ (see file posting guidelines).

You are also required to send the three files as an e-mail attachment to drottig@fgcu.edu by the deadline. In the subject field of your e-mail, include “MAN 3600 – What’s News Assignment”. Only send one e-mail per team and copy (i.e. cc) all team members on the e-mail note.

Please note:

When posting your files, create **only one post**. The ‘Subject’ field of your post must comprise your team number (e.g. *Team 1*) and the topic area of your presentation (e.g. *The Rise of Emerging Economies in Africa*). Please attach each of the three files to this one post and include your team number, and name the files as specified in the following: “Team 1-What’s News.pptx”, “Team 1-Article 1.pdf”, and “Team 1-Article 2.pdf”. Please note that Canvas allows to only post one file at a time. Hence, you need to reply to your own post and attach the second file to the reply message, and then reply again to attach the third file.

Your team is also required to submit a printout of both articles and the presentation (in a 3-slide-per-page format!) to the professor on the day of the presentation!

Criteria for evaluation:

1. Presentation slide design (do presentation slides adhere to instructions and include relevant information, such as maximum of 12 slides, title slide with all required information, headlines for each of the five sets of questions, bullet points instead of sentences, readable text rather than small letters, fitting background to color of letters to make content easily readable, use of graphics to make slides more interesting etc.)
2. Article selection (are the two articles published in the sources mentioned in this syllabus and are they published in two separate sources, are articles relevant and related to the material covered in the class session of your presentation, are the articles and underlying topic current and important, etc.)
3. Article summary and analysis (was underlying topic of articles properly introduced and motivated– i.e. was explanation for relevance of articles and underlying topic given and was interest created among audience, were main points of articles summarized in brief, concise and to-the-point manner, were articles sufficiently integrated and interrelated to show how they relate to one another, was value of reading both articles rather than either one of them clearly carved out, were articles clearly related to underlying topic and discussed in this context, etc.)
4. Level of professionalism and interest created (was presentation interesting, did presentation stimulate a class discussion on articles and underlying topic, was overall presentation style professional, did each team member take a sufficient part in the presentation, etc.)

5. Timeliness of submission (were presentation slides and articles posted onto Canvas on time, were printouts of both articles and presentation –in a 3-slide-per-page format– submitted to the professor on the day of the presentation, etc.)

II) X-CULTURE International Student Collaboration Project

Each student will be assigned to a team of international students from universities around the world (the project involves students from universities in more than 40 countries representing 6 continents). The key purpose of the project is to provide students with an opportunity to experience first-hand challenges and learn best practices of cross-cultural international collaboration and communication. You will be working with 4-5 international team mates in a global virtual team (GVT) over the period of about two months.

Your team is tasked to conduct a foreign market opportunity analysis and entry plan for a real multinational corporation and present this analysis in a written report. The best student teams from around the world will be invited to meet in person and present their reports at an upcoming international business conference. Details of this project will be posted in a handbook on the *Canvas* course website and will be discussed in class.

Keys to Success

- **Actively attend class!** Actively listen, actively participate in class discussions, take notes, and review them. If you miss a class, you are responsible for obtaining the class notes and any materials that were handed out, and for finding out about what material was presented and discussed by contacting your class mates and/or team members, not the professor.
- **Prepare for class!** Complete the assigned readings and other assignments in advance of each class period. Be prepared for exams, team presentations, and class discussions. Contribute to the class by creating a productive learning environment, free of distractions and disruptions.
- **Read newspapers and business magazines** that will expand your knowledge and understanding of the material that is covered in class!
- **Work in collaboration with your class mates/team members outside the classroom!** Discussing class material with your fellow class mates and team members will increase your understanding of the concepts in international business and their implications for as well as applications to business practice.
- **Use the Library Resources!** FGCU's library (<http://library.fgcu.edu>) provides students with a wealth of valuable hardcopy and online resources as well as assistance to explore these resources. Business librarian Regina Beard (rmbeard@fgcu.edu) is available by appointment for assistance with business research questions.
- **Utilize FGCU's Writing Center!** FGCU has an excellent Writing Center resource available to students. The Center offers a wide range of resources to assist students at every stage of the writing process. Information on the Writing Center can be found here: <http://www.fgcu.edu/WritingCenter>

LEARNING OUTCOMES & ASSESSMENT

The Department of Management creates an environment that enables students to develop managerial knowledge and leadership skills, both individually and collaboratively, to: (1) recognize, evaluate, and cultivate business opportunities; (2) identify, understand, and implement positive solutions to organizational issues; and (3) build leadership capabilities to effectively manage organizational change in the global environment.

Lutgert C.O.B. Learning Goals & Objectives	Management Learning Objectives	Course Learning Objectives (measurable)	Assessment Methods
Understand the business environment 1. Demonstrate knowledge of ethical issues 2. Demonstrate knowledge of global factors influencing business 3. Explain the importance of environmental responsibility	1. Analyze ethical and CSR issues as they apply to management. 2. Demonstrate knowledge of global factors influencing business	1. Identify and describe the complexities of managing a corporation in the global business environment and understand the challenges and opportunities of global political, legal, economic and cultural differences for the management of multinational corporations	I, II, III, IV
Be effective problem solvers. 1. Solve business problems using analytical tools	3. Solve management problems using analytical tools	2. Stay abreast of current global trends in international business and examine their implications for multi-national corporations	I, II, III, IV
Be an effective communicator 1. Deliver effective oral presentations 2. Prepare effective written reports	4. Demonstrate effective professional communication skills 5. Work effectively in diverse teams	3. Demonstrate the ability to work as an effective member of a diverse, international team	III, IV
Have interdisciplinary business knowledge 1. Understand main concepts & definitions in accounting, economics, finance, information systems management, marketing and operations management. 2. Integrate knowledge across business disciplines	6. Integrate key management theories and practices	4. Explain key international business theories and concepts	I, II, III, IV

Evaluation Methods/Assessment

- I) Exam I
- II) Exam II
- III) X-CULTURE International Student Collaboration Project
- IV) What's News in International Business Team Assignment

UNIVERSITY AND COURSE POLICIES

Academic Behavior Standards and Academic Dishonesty

All students are expected to demonstrate honesty in their academic pursuits. The university policies regarding issues of honesty can be found under the “Student Code of Conduct” and “Policies and Procedures” sections in the Student Guidebook. All students are expected to study this document, which outlines their responsibilities and consequences for violations of the policy. The FGCU Student Guidebook is available online at <http://studentservices.fgcu.edu/judicialaffairs/new.html>.

Attendance and Participation

This course is designed so that active participation and significant involvement by students plays an integral role in the learning process. Active class participation and your attitude in class are therefore important to facilitate a fruitful collective learning experience, and full attendance is essential and strongly recommended as a minimum requirement for passing the course. **Naturally, you are expected to attend every class!**

Please note that I have a “no excuses” policy regarding absences. I trust you to use your own judgment about your reasons for missing class and whether you can afford to do so. The first three absences will not influence your grade directly. Use these “emergency” absences only if absolutely necessary (i.e. illness, personal matters, unforeseen circumstances, work-related absences, job interviews etc). You may choose any day for an “emergency” absence EXCEPT when there is a scheduled exam or when your team is scheduled to present. **Every absence beyond three will automatically result in a one half letter-grade point reduction of your overall course grade – and no exceptions to this policy will be made!** In other words, if you miss four classes, your overall course grade will be reduced by one half letter grade, i.e. 5% points (e.g. from 82.99%, a B- grade, to 77.99%); if you miss five classes, your overall course grade will be reduced by another one half letter grade (i.e. from 77.99% to 72.99%, a failing C- grade) and so on. Please note that an absence counts as an absence regardless of the underlying reason and every absence will be counted toward your “emergency” absences, no exceptions. Absences will be determined based on sign-in sheets that will be circled each class session, and it will be your responsibility to sign in. Missing the part of a class session in which the sign-in sheet is circled or missing to sign the sign-in sheet will count as an absence. Having someone else sign-in for you or signing in for a fellow class mate will both constitute a serious violation of the university policies regarding “Academic Behavior Standards and Academic Dishonesty” that are outlined and referenced in this syllabus, and will be panelized accordingly.

As per university policy, a professor who informs students about the necessity of attendance may request the Registrar to drop the student from the class for lack of attendance. This is the required written notice about attendance. Due to the course's need for students to quickly form and begin working in teams, **any student who fails to attend the first three class sessions will be administratively dropped from this course by the professor.**

You are expected to participate effectively in class, which requires the completion of all reading and additional assignments prior to class, clear and concise articulation of your “expert opinion” (as opposed to mere personal opinions, pre-conceived notions, or a rush-to-judgment attitude), and the willingness to consider alternative positions presented by fellow class mates. Monopolizing class time or ignoring the contributions of your fellow class mates are NOT considered effective participation and may result in expelling you from the classroom or course for repeated contempt of this policy. Furthermore, students are expected to facilitate the creation of a productive learning environment, free of distractions and disruptions.

Attendance Verification via Canvas

As of fall 2015, all faculty members are required to use Canvas to confirm a student's attendance for each course by the end of the first week of classes. Failure to do so will result in a delay in the disbursement of your financial aid. The confirmation of attendance is required for all students, not only those receiving financial aid.

Change of Syllabus and Term Schedule

Please note that this syllabus, including the term schedule, is subject to change. Any changes will be announced in class, and students who miss a class or any portion of a class are expected to have learned from other students about possible changes.

Disability Accommodations Services

Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university's guiding principles, will provide classroom and academic accommodations to students with documented disabilities. If you need to request an accommodation in this class due to a disability, or you suspect that your academic performance is affected by a disability, please see me or contact the Office of Adaptive Services. The Office of Adaptive Services is located in the Wellness Building. The phone number is 239-590-7956 or Video Phone (VP) 239-243-9453. In addition to classroom and campus accommodations, individuals with disabilities are encouraged to create their personal emergency evacuation plan and FGCU is committed to providing information on emergency notification procedures. You can find information on the emergency exits and Areas of Rescue Assistance for each building, as well as other emergency preparedness materials on the Environmental Health and Safety and University Police Department websites. If you will need assistance in the event of an emergency due to a disability, please contact Adaptive Services for available services and information.

E-Mail Policy

The best way to contact me is through email. You must regularly check your FGCU e-mail account or you may not receive my e-mails that I send to the entire class, teams, or individual students. It is my policy to **ONLY** send and receive e-mails to/from FGCU e-mail accounts! Should you use the FGCU e-mail forwarding feature and forward e-mails sent to your FGCU e-mail account to another e-mail account, it will be your responsibility to ensure that you are able to receive my e-mails. However, **when sending e-mails to the professor, you MUST use your FGCU e-mail account! E-mails sent from an e-mail account other than your FGCU account will NOT be received and replied to** (so do not be surprised if you do not receive a response to an e-mail sent from another e-mail account). Also, please do not send e-mails to me via the Canvas 'Course Mail' feature, but instead always send your e-mails directly to my FGCU e-mail address (which you can find on the first page of this syllabus). **When contacting me via your FGCU e-mail account, please identify yourself as a student and include the CRN number of the course (which you can find on the first page of this syllabus) in the subject line of all e-mails so that I know what class and section you are enrolled in.** Failure to do so will result in a delayed response. Should you experience problems with your FGCU e-mail account or any other campus-related computing problems, please directly contact computer support services at phone (239) 590-1188.

Grading Issues

Students wishing to review their exams and other graded assignments and request grade revision will be able to do so within seven (7) calendar days of general notification of grades for that particular exam or graded assignment. Grade revision requests should be submitted in writing, and e-mail submissions are welcomed and encouraged.

Late Work Policy

Work turned in late will receive a grade of 0 (zero). All activities are due by the time stated in this syllabus unless announced otherwise by the professor (please note the Change of Syllabus and Schedule Policy). Due dates and times indicate the latest possible time the professor can receive your work– not the latest possible time you can submit your work. Late work will not be accepted under any circumstances.

Make-up Policy

Please note that I have a “no excuses” policy regarding absences for graded in-class assignments except when the absence falls under the conditions for an excused absence according to the university policy. In the latter case, you or someone on your behalf must notify the professor via e-mail prior to your absence if possible, but no later than three (3) calendar days after your absence. You are required to provide proper written documentation. I will work with you to help you make up the work through comparable, but alternative assignments. In all other cases, a missed graded assignment counts as 0 (zero) and make-up assignments will not be scheduled. Under no circumstance will students be allowed to make up for their grades after the end of the semester (i.e. after the last day of class). The dates of the exams are listed in the course schedule at the end of this syllabus, and due dates of all other graded assignments are specified in this syllabus.

Reinstatement Policy

Students who are dropped from this course by the university for non-payment of tuition and/or fees are still responsible for completing all course activities and assignments by the deadlines stated in the course syllabus and associated handouts while they work on reinstatement to this course.

Required Information Technology

You need access to a computer with an Internet connection as well as with word processing software (such as Microsoft Word) and presentation software (such as Microsoft Power Point) installed for the professional preparation of assignments as well as to access the university’s *Canvas* Course Management System. The university and library provide access to computers with internet and the aforementioned software programs for as long as you are a registered student.

Student Observance of Religious Holidays

All students at Florida Gulf Coast University have a right to expect that the University will reasonably accommodate their religious observances, practices, and beliefs. Students, upon prior notification to their instructors, shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances. Where practicable, major examinations, major assignments, and University ceremonies will not be scheduled on a major religious holy day. A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence.

University Nondiscrimination Statement

Florida Gulf Coast University is committed to ensuring equity and fairness for all University employees, students, visitors, vendors, contractors and other third parties. As such, the University prohibits discrimination on the bases of race, color, national origin, ethnicity, religion, age, disability, sex (including sexual harassment/assault), gender identity/expression, marital status, sexual orientation, veteran status or genetic predisposition with regard to admissions, employment, programs or other activities operated by the University. This prohibition extends to enforcement of Title IX of the Education Amendments of 1972. Questions or complaints should be directed to the Office of Institutional Equity and Compliance (OIEC). The OIEC's phone number is (239)745-4366; the OIEC email address is OIEC@fgcu.edu.

Web Assistance

The *Canvas* Course Management System course website will be used to facilitate lectures, distribute additional reading assignments, case studies and handouts, and to help you interact with one another and with me throughout the semester. It will also be used to submit assignments. Go to: <https://canvas.fgcu.edu> to login to *Canvas*. This link provides directions for how to login to the class website (you will need your FGCU username and password to access *Canvas*). Should you experience any problems with the *Canvas* system, please direct your inquiries to the *Canvas* Support: phone (239) 590-7100, or e-mail itsprt@fgcu.edu.

Wireless Classroom Policy and Intellectual Property Rights Protection of Lectures

Please note that I have a “wireless classroom” policy for all of my classes, which does NOT under any circumstance allow you the use of any type of wireless device and application, such as cell phones, PDAs, internet, instant or e-mail messaging etc. While you are welcome to bring your personal laptop/netbook/tablet to class to take notes, you are only allowed to doing so with the **wireless facility turned off**. Should you decide not to heed this policy, you will be asked to leave the classroom immediately and the professor reserves the right to expel you from the course for repeated contempt of this policy. Students are NOT permitted to voice-record or video-tape all or parts of any class session unless explicitly permitted by university policy, for which a student has to provide proper documentation PRIOR to voice-recording or video-taping all or parts of any class session. Students are prohibited from sharing class material, incl. class notes, handouts and any materials posted on the Canvas course website, with any other person that is not enrolled in the course.

Term Schedule

Date	#	Topics	Chapter Readings
<i>I Foundations of International Business</i>			
1/7	1	Set-up Class. Syllabus. Overview of International Business. Team Formation.	Syllabus
1/14	2	Globalization. International Strategy and Organization. Analyzing International Opportunities.	1, 11, 12
1/21	3	Global Marketplaces and Business Centers. Selecting and Managing Foreign Market Entry Modes.	1 (Appendix) 13 (excl. pp. 323-330)
<i>II Institutional Environment of International Business</i>			
1/28	4	Managing Formal Institutions: Politics, Laws, and Economics	3, 4
2/4	5	Managing Informal Institutions: Cultures, Norms and Ethics	2
2/11	6	Overview and Set-up X-CULTURE International Student Collaboration Project	Read Project Handbook
<i>III International Trade and Investment</i>			
2/18	7	International Trade Theories	5
2/25	8	International Trade Policies	6
3/3	9	<i>Spring Break</i>	
3/10	10	<i>Exam 1</i>	
3/17	11	Foreign Direct Investment	7
3/24	12	Regional Economic Integration	8
<i>IV Managing Around the Globe</i>			
3/31	13	Global Financial Management	9, 10
4/7	14	Developing an Export/Import Strategy. International Human Resource Management. International Marketing. Managing International Operations.	13 (only pp. 327-334), 14,15, 16
4/14	15	X-Culture International Student Collaboration Project Week	
4/21	16	<i>Exam 2</i>	
Finals Week	17	X-Culture Project Due and De-brief	

Feel free to contact me any time during the term if you have questions, comments, or problems. Feel free to talk to me any time-and-place you see me at the university or in the community. My office number, telephone number, and e-mail address are noted on the first page of this syllabus.

HAVE A GREAT TERM!!