



SYLLABUS – SUMMER 2024 (v.1.3, 5/7/2024)

COURSE NUMBER	MANA5360.003
COURSE TITLE	GLOBAL BUSINESS PERSPECTIVES
INSTRUCTOR	MIGUEL CALDAS
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PHONE	985.869.1637
OFFICE HOURS	By Appointment
CLASS MEETINGS	Ref. EMBA Cohort Schedule

I. COURSE OVERVIEW

This course focuses on the mechanics of globalization and the mastery of business strategy, operation and practices from a global perspective. This includes the exploration of national differences in political economy, culture, ethics, and their implications in international management; the impact of trade policies on companies' international strategies and risks; the key choices managers have in internationalization strategy, organizational architecture, production, and staffing, and how to integrate such choices into a global strategy. This course has immediate applications for managers in all areas of the firm, and in almost all industries.

II. CATALOG DESCRIPTION

[insert catalog description <https://uttyler.smartcatalogiq.com/2023-2024/catalog/>.]

III. REQUIRED TEXT

HILL, Charles W. L., & HULT, Tomas M. International Business: Competing in the Global Marketplace. McGraw-Hill/Irwin; 14th edition, 2022. (ISBN: 9781260387544). No Connect code is necessary.

Other readings: Several other reading assignments, from numerous sources, will be made during the semester, and will constitute a part of the required readings. Always check the detailed schedule & the "Week Tips" sub-folder within each week's folder to know what must be read each week.

IV. STUDENT LEARNING OUTCOMES

- After completing the course, students will:
 - **Comprehend** what globalization is, its causes and forces, and be able to **explain** its consequences
 - **Illustrate** how countries differ in terms of political, economic, and legal systems, level of socio-economic development, culture and ethical approaches
 - **Explain** different theories on why countries trade, internationalize, and promote or hinder FDI (foreign direct investment)
 - **Distinguish** different theories on how currency rates are determined, how foreign exchange generate exposures, and how to manage them.



- **Explain** the different strategies for competing globally, the different organizational architectures to operate internationally, as well as the different possible entry modes and decisions.
- **Explain** basic concepts in international business, such as those on exporting and countertrade, those on global production design, and those on global staffing.

More practical and detailed learning objectives can be found in each chapter's "Study Guide", which can be found in our Canvas' tips folder for each module

V. SOULES COLLEGE OF BUSINESS MISSION/CORE VALUES

Mission

The Soules College of Business pursues excellence in business education by engaging our learners, faculty, industry, and community members. We cultivate and deliver innovative undergraduate and graduate programs to foster the success of our learners and stimulate impactful faculty research. We prepare the next generation of leaders and professionals to pursue career opportunities in East Texas and beyond.

Core Values

We value the role that business plays in recognizing, responding to, and solving societal problems: quality education, gender equality, decent work and economic growth, reduced inequality, and industry, innovation and infrastructure.

We value existing and emerging industry standards and needs that make our learners competitive in the marketplace.

We hold ourselves to the highest ethical standards and responsibly manage the resources of the Soules College of Business.

We respect and value diversity in ideas, peoples, and cultures.

VI. GRADING POLICY

Your grade will be determined as follows:

Component	% of Final Grade	Component Points*	Type
<ul style="list-style-type: none"> ▪ COURSE SET-UP <ul style="list-style-type: none"> ○ Passing course rule quiz timely ○ Completing all other individual assignments 	<p>0 % (missing or late: may result in up to 20 negative points)**</p>	<p>0 to -20 (minus**)</p>	<p>Individual</p>



<ul style="list-style-type: none"> ▪ EXAMs (F2F) (closed book) <ul style="list-style-type: none"> ○ Interim Exam 01 ○ Interim Exam 02 	<p>50 % (average of two exams:) <input checked="" type="checkbox"/> (25%) <input checked="" type="checkbox"/> (25%)</p>	50	Individual
<ul style="list-style-type: none"> ▪ Post-Reading/ Practice QUIZZES: <ul style="list-style-type: none"> ○ "Pass component" (average of highest weekly quiz grades, minus lateness penalties if applicable) ○ Quiz Re-Take Extra Points (taking or re-taking quizzes to get 90% or better) (late quizzes not eligible) 	<p>30 % <input checked="" type="checkbox"/> (30%) +possible 2 points in FINAL GRADE [or 2%] in re-takes (missing quizzes will result in up to 30 negative points)**</p>	<p>-30 to +30** (+2 extra points in FINAL GRADE are possible) (*)</p>	Individual
<ul style="list-style-type: none"> ▪ Take Home Assignments <ul style="list-style-type: none"> ○ Average of all turned in assignments in Canvas 	<p>20 % (missing or late: may result in up to 20 negative points)**</p>	-20 to +20**	Individual
<ul style="list-style-type: none"> ○ TOTALS 	100 %	100	---

**Extra credits, including Quiz Re-Take Extra Points (at the sole discretion of instructor) = 0~5 points. Total = 100 points (excluding extra credit)*

***Please note that failing some components may produce negative values: i.e., if you do not complete such assignment you do not receive a zero, you will receive the negative value of the assignment, or even negative points of zero-valued assignments.*

Final Grades scale:

Points		Equivalent Final Letter Grade
90 ~ 100	=	A
80 ~ 89.9	=	B
70 ~ 79.9	=	C
60 ~ 69.9	=	D
0 ~ 59.9	=	F

Grade determination:

YOU MUST HAVE A GRADE C (or better) ON YOUR FINAL GRADE TO PASS THE CLASS.

Grades will be posted on Canvas. Students have one week after grade posting to address any grading issues.

VII. ATTENDANCE/WEEKEND MAKE-UP POLICY

The Executive MBA Healthcare Management program is a face-to-face weekend cohort model. It is expected that executive students are present face-to-face in COB 321 on the outlined weekends. In some cases, extenuating circumstances may warrant special accommodations to be made between the student



and faculty member. Students are expected to contact and receive prior approval from the faculty member. Please refer to the specific course policy on attendance as outlined below.

The class will meet in the dates and times stated in section IX (“CALENDAR”) of the syllabus. In classes labeled as mandatory F2F in the calendar, attendance is mandatory in all scheduled meetings. Please notice (see schedule) **in this blue color** certain dates in the course with special times or situations. Failure to attend the scheduled mandatory F2F classes may also result in automatic exclusion from the examination and loss of all credit for the course. You are expected to attend all classes, to arrive on time, and to stay until the end of class. A student is considered absent if he or she misses any part of a class; thus, tardiness or departing early from a class will be counted as an absence, at the discretion of the instructor. I'm flexible when reasonable cause is previously (when possible) brought to my attention regarding late arrival, early departure, or entire absence. I will grant everyone up to 6 (six) F2F hours as sick days, no penalties will apply up to 6 hours of F2F absence. After 6 hours of absence, negative points and course exclusion will apply as follows: more than 6 and up to 9 F2F hours: -5 points in total grade; more than 9 and up to 12 F2F hours: -8 points in total grade; more than 12 and up to 15 F2F hours: -12 points in total grade; more than 15 and up to 18 F2F hours: -17 points in total grade; more than 18 and up to 23 F2F hours: -23 points in total grade; 24 F2F hours or more missed: Automatic exclusion and an F in course will apply.

Late Work in quizzes and Take-home assignments: Late take home assignments will be discounted in 20% + 5% per extra day late, until a maximum of 4 (four) days late. Beyond 4 days late, take home assignments will not be accepted at all. Module Quizzes: Late module quizzes will be discounted in 20% + 3% per extra day late, but CAN be taken even if late until the last week of the course.

VIII. **CONTENT**

This course will cover 13 chapters of Hill’s textbook, divided in 6 modules. Most modules cover 3 chapters each, some cover 2, and the last one is a single chapter prior to Exam 2. Detailed course content per module can be found in each chapter’s “Study Guide”, which can be found in our Canvas’ tips folders. Our course’s Canvas has extensive support materials for each chapter within each module. To access such content, including the 6 mandatory module quizzes, and hence to participate in the course and to be allowed to take the exams, first you **MUST PASS (80% or better) A COURSE RULE QUIZ** (basically a syllabus quiz) by its deadline (see CALENDAR), which (when passed) constitutes your consent and acceptance of all course rules. Students will get 5 free attempts to pass it and may request additional attempts to the instructor. Failure to take and/or timely pass this course rules quiz will mean exclusion from exams, and any course work. Lateness to pass such quiz by the date defined in the CALENDAR may subject you to up to 20 negative points in the 100-grade point scale.

Module Quizzes

Each of the 6 modules has a quiz (taken online, honor system): their purpose is to prepare you for the exams and to test the efficiency of your reading and preparation in each segment of the course. I strongly suggest you take these quizzes only AFTER you have thoroughly read the assigned reading for that module, and watched any online content your instructor provided. Then take it as you would take an exam. This will



best prepare you for our exams. If the student timely passes all quizzes (with a 60% or better), within their 5 free attempts they get for each quiz, they get to (a) see the next module's content; and (b) have the **full average of their highest weekly quiz grades** (meaning the average of the highest grade for Quiz 1, highest for quiz 2, etc.). And by "full", we mean that if the student passes (60%+) all weekly quizzes timely, their grade will not be discounted of lateness penalties.

The number of questions and time to completion for each module quiz depend on the number of chapters in the module. A module with 3 chapters will have more questions (typically 20 questions) and be given more time (1 hour), than a module with 1 chapter (10 questions, 30 minutes to complete). You need to pass (60%+) each of the 6 module quizzes until their deadline (see CALENDAR) to access Exams and future modules. I.e., after you pass the course rules quiz, you can access module 1, and once you pass (60%+) its quiz, you can see and work on module 2, and so on. No exceptions will be made to such pre-requisite (i.e., nobody can enter a given module without passing [60%+] the previous module's quiz). You CAN work ahead of time, until Module 3. Then you would wait for the class as all must take Exam 1 on the same day. Subsequently, you can resume with module 4 and get to module 6, which will be covered in Exam 2.

Module Quizzes can generate TWO SOURCES of grade points:

- a) The **"Pass Component" (up to 30 points)**: Student gets the full average of their highest module/weekly quiz grades if they timely pass ALL quizzes within their 5 free attempts per quiz.

"Pass"=getting at least 60% correct answers

-You get 5 free attempts per quiz. All attempts for all quizzes remain open until the deadline for the last quiz.

-You can re-take the quiz several times, until you get 60% or better. After passing, unused attempts can be taken whenever (yes, even after their due date, until the "last date for quiz re-takes" [see course schedule], which is typically in the last content week of the course, coinciding with the deadline for the last weekly quiz). **Highest grade prevails**: no penalty for getting a lower grade in re-takes after timely passing it.

-If you fail to pass all weekly quizzes, you will not only not get the 30 points, but you may get up to 30 negative points. Late quizzes follow lateness policies, which increase per day of lateness.

- b) **Extra Points (or Extra credit) for QUIZ RE-TAKES (up to 2 points in final grade):**

This component is an incentive for people to not merely pass the quizzes, but for people to do the best they can do, or to re-take them as they learn from their mistakes, as a means to improve and learn more.

As an incentive, you can get up to 2 additional overall course points (meaning up to a 2% bump in your final grade!) To be eligible for the extra points, the student must have TIMELY passed quizzes they are attempting to re-take for extra points. A progressive extra point system will be applied to the FINAL COURSE grade, as an incentive for you to re-take the weekly quizzes (excludes the course rules quiz) trying to do as well as possible:

- 90%+ in at least 2 quizzes: extra 1 point, or 1% final course grade bump
- 90%+ in 3 quizzes: extra 1.25 points, or 1.25% final course grade bump
- 90%+ in 4 quizzes: extra 1.5 points, or 1.5% final course grade bump



- 90%+ in 5 quizzes: extra 1.75 points, or 1.75% final course grade bump
- 90%+ in all 6 quizzes: extra 2.0 points, or 2% final course grade bump

If you miss or if you do not attain at least 60% in any given quiz by its deadline (see CALENDAR), the following module's materials will NOT automatically appear in your Canvas, and you will also not be entitled to extra points coming from that particular late quiz. In case you are late in any given quiz, you will need to complete it late, get the negative point hit for lateness (lateness penalties increase daily), and when you pass you will then finally be able to see the following module's materials. If you exhausted your 5 free attempts and have not passed the quiz, you need to request your instructor/tutor for more, which will cost a 5% grade discount ea.

Course Exam 1 and 2

We will have TWO exams in this course: Exam 1 comprising the 3 first modules, and Exam 2, comprising the last 3 modules. The types of questions are very similar to the Module Quizzes discussed previously, and such quizzes are the best source to understanding what will be required in the exams and to preparing for both Exams. I strongly recommend that before you take the first quiz, you watch the first "**TUTORIAL Video**" on that sort of exam under the "Other Materials" link in the Home Canvas page.

In this edition of the course, both Exams 1 and 2 will be taken F2F, on campus, but using a computer the student should bring. The will NOT be any remote exams taken in this course. Both exams are individual, and both are **CLOSED BOOK EXAMS**. If a given question demands data to be responded, the data you need will be provided to you as an add-on to the question. No other computer, smart phone/tablet or calculator use will be allowed. You will also not be allowed to consult the textbook or any class notes, or have access to other software, windows, or applications other than the exam session. You will be allowed to bring a previously prepared and pre-printed REFERENCE SHEET to take with you to the Exams. These reference sheets must be **pre-printed** with ANY information YOU decide or want to take with you, as long as it is pre-printed (i.e., it cannot be handwritten). **Up to ONE** two-sided, pre-printed, reference sheet is allowed per exam. DO NOT bring sheets of paper that are larger than letter or A4. Do not bring pages printed on one side with the other side blank. If you cannot print on both sides, then glue them together. In exams taken F2F, you can bring scrap paper.

Both exams will happen on the dates and times set on the course CALENDAR. The student registered in the course must arrange their schedules to be available on those pre-set dates and times. **If the student is not sure if he/she can make either time, given personal, professional, or travel commitments, they should not take the course at this time.** Unpredicted events will be treated at the discretion of the instructor. Those dates however may change at the university and the instructor's discretion, but most frequently they remain as initially scheduled. You can only take Exam 1 when you pass Quiz 3 (Module 3's quiz), and you can only take Exam 2 when you passed Quiz 6 (Module 6's quiz). No exceptions.

Take-home Assignments

Other than 6 module (online) quizzes and 2 (F2F) exams, we will also have 3 "Take home Assignments", with no minimum grade to be achieved but each also with deadlines and module pre-reqs (see



CALENDAR), with up to 2 attempts each (highest grade prevails). Take-home assignments resemble a quiz, but with fewer questions (typically 3 or 4 questions), and without data provided (the take-home task is to look for the data in publicly available sources that will be supplied and apply them to the questions) The “Exams grade” (50% of the total grade) will be equal to the average of Exam 1 and Exam 2. The “Quizzes grade” (30% of the total grade) will be equal to the average of the highest grade in each of the 6 module quizzes’ attempts (i.e., the highest grade in all 5 attempts you have in quiz 1 will be your quiz 1 grade; you do the same for each of the 6 module quizzes, and then you average the grades for quizzes 1 through 6). Lastly, the “Take home Assignments” grade (20% of the total grade) will be the average of the highest grade in each of the 3 take-home assignments.

Course internal communication and Access: To communicate with your instructor, use the email and/or telephone number provided on the first page of this Syllabus. As per University policies, all communications will be made via each student’s patriot email accounts. **No other email address will be used.** It is the student’s responsibility to constantly check their email account. Aside from announcements via Canvas, students may not expect their instructor to contact them using another medium. If students miss messages sent to their email, they are still responsible for all instructions and expectations such emails convey. **Please include “MANA 5360 EMBA” at the beginning of your email subject.** Also, please always sign your name so your instructor knows which student it is coming from. If the instructor has not replied in 24 hours (with the exception of weekends, when he may take up to 48 hours), assume he did NOT get your email and try to contact him again, either by re-sending your email, or by calling him via cel phone. **Please note the instructor cannot discuss grades over e-mail.**

IX. CALENDAR

Week	Content	Readings	Due
<p>1 May 11th 10am-4pm (mandatory F2F)</p>	<ul style="list-style-type: none"> Introduction and Course Overview Globalization National Differences in Political Economy 	<ul style="list-style-type: none"> Hill, Chapter 1 Hill, Chapter 2 	<ul style="list-style-type: none"> Friday, 05/11/2024, @ 10:00 am Central: <ul style="list-style-type: none"> o “Course Rules Quiz” is due o Take ONE attempt at Quiz #1 Weekly module’s materials will appear only if and when student has passed (80%+) the Course Rules Quiz Tuesday, 05/14/2024, @ 11:59 pm Central: <ul style="list-style-type: none"> o Quiz #1 is due
<p>2 May 17th 5pm-9pm and May 18th 8am- 4pm (mandatory F2F)</p>	<ul style="list-style-type: none"> National Differences in Economy and Economic Development National Differences in Culture 	<ul style="list-style-type: none"> Hill, Chapter 3 Hill, Chapter 4 + extra readings in the tips folder 	<ul style="list-style-type: none"> Weekly module’s materials will appear only if and when student has passed (60%+) the previous module’s Quiz Take ONE attempt at Quiz #2 prior to Week 2’s class Thursday, 05/21/2024, @ 11:59 pm Central: <ul style="list-style-type: none"> o Assignment #1 is due Friday, 05/24/2024, @ 11:59 pm Central: <ul style="list-style-type: none"> o Quiz #2 is due



Week	Content	Readings	Due
3 June 1st 10am-4pm (mandatory F2F)	<ul style="list-style-type: none"> National Differences in Ethics International Trade Theory The Political Economy of International Trade 	<ul style="list-style-type: none"> Hill, Chapter 5 Hill, Chapter 6 Hill, Chapter 7 	<ul style="list-style-type: none"> Weekly module's materials will appear only if and when student has passed (60%+) the previous module's Quiz Take ONE attempt at Quiz #3 prior to Week 3's class Tuesday, 06/04/2024, @ 11:59 pm Central: <ul style="list-style-type: none"> Assignment #2 is due Friday, 06/7/2024, @ 11:59 pm Central: <ul style="list-style-type: none"> Quiz #3 is due
4 June 14th 5pm-9pm and June 15th 8am- 10am (mandatory F2F)	<ul style="list-style-type: none"> EXAM #1 The Foreign Exchange Market Internationalization Strategies Organizational Architecture of International Business 	<ul style="list-style-type: none"> Hill, Chapter 10 Hill, Chapter 13 Hill, Chapter 14 	<ul style="list-style-type: none"> Friday 06/14/2024, Interim Exam # 1 (F2F), 5pm-7pm: <ul style="list-style-type: none"> Exam Content: Weeks 1 through 3 (Chapters 1 through 7) Student must have passed (60%+) Quiz #3 to be allowed to take Exam #1 Weekly module's materials will appear only if and when student has passed (60%+) the previous module's Quiz Take ONE attempt at Quiz #4 prior to Week 4's class Tuesday, 06/25/2024, @ 11:59 pm Central: <ul style="list-style-type: none"> Assignment #3 is due Friday, 06/28/2024, @ 11:59 pm Central: <ul style="list-style-type: none"> Quiz #4 is due
5 July 12th 5pm-9pm and July 13th 8am- 10am (mandatory F2F)	<ul style="list-style-type: none"> Entry Strategies and Strategic Alliances Global Production, Outsourcing and Logistics 	<ul style="list-style-type: none"> Hill, Chapter 15 Hill, Chapter 17 	<ul style="list-style-type: none"> Weekly module's materials will appear only if and when student has passed (60%+) the previous module's Quiz Take ONE attempt at Quiz #5 prior to Week 5's class Tuesday, 07/16/2024, @ 11:59 pm Central: <ul style="list-style-type: none"> Quiz #5 is due
6 July 19th 5pm-9pm (via zoom)	<ul style="list-style-type: none"> Global Staffing 	<ul style="list-style-type: none"> Hill, Chapter 19 	<ul style="list-style-type: none"> Weekly module's materials will appear only if and when student has passed (60%+) the previous module's Quiz Take ONE attempt at Quiz #6 prior to Week 6's class Friday, 07/19/2024, @ 11:59 pm Central: <ul style="list-style-type: none"> Quiz #6 is due
7 July 20th (TBC) (mandatory F2F)	<ul style="list-style-type: none"> EXAM #2 	<ul style="list-style-type: none"> (Chapters 10, 13, 14, 15, 17 & 19) 	<ul style="list-style-type: none"> Saturday 07/20/2024, Interim Exam # 2 (F2F), time tbd: <ul style="list-style-type: none"> Prof. Clark will proctor Exam Content: Weeks 4 through 6 (Chapters 10, 13, 14, 15, 17 & 19) Student must have passed (60%+) Quiz #6 to be allowed to take Exam #2



X. **COHORT WEEKENDS SUMMER 2024**

ACCT 5320 Accounting for Management Control – Cooper

- May 10th 5pm-9pm and May 11th 8am-10am
- May 31st 5pm-9pm and June 1st 8am-10am
- June 15th 10am-4pm
- June 21st 5pm-9pm and June 22nd 8am-4pm
- July 13th 10am-4pm
- July 20th 8am-2pm

MANA 5360 Global Business Perspectives – Caldas

- May 11th 10am-4pm (*mandatory F2F*)
- May 17th 5pm-9pm and May 18th 8am-4pm (*mandatory F2F*)
- June 1st 10am-4pm (*mandatory F2F*)
- June 14th 5pm-9pm and June 15th 8am-10am (*mandatory F2F*)
- July 12th 5pm-9pm and July 13th 8am-10am (*mandatory F2F*)
- July 19th 5pm-9pm (*via zoom*)

XI. **UNIVERSITY POLICIES**

[HTTPS://WWW.UTTYLER.EDU/ACADEMIC-AFFAIRS/FILES/SYLLABUS_INFORMATION_2021.PDF](https://www.uttyler.edu/academic-affairs/files/syllabus_information_2021.pdf)