

THE UNIVERSITY OF TEXAS AT TYLER - SOULES COLLEGE OF BUSINESS
FALL 2025 (Regular MBA)
Course Syllabus - Version 1.1 (08/21/2025)

COURSE NUMBER: MANA 5360.060
COURSE TITLE: Global Business Perspectives
INSTRUCTOR: Dr. Miguel Caldas, Professor of Management
OFFICE LOCATION: COB 350.25
PHONE NUMBERS: (985) 869-1637 Mobile

EMAIL: mcaldas@uttyler.edu (best way to reach me)

OFFICE HOURS: F2F Office Hours:

- Tuesdays, 2:00-6:00 pm CT
- Wednesdays, 1:30-7:30 pm CT
- Or by appointment

CLASS MEETINGS: Online (see detailed schedule)
Weekly **Synchronous Zoom times:**

- (non-mandatory, online, via zoom: <https://uttyler.zoom.us/j/93856259959> ; Password: 195214)
- Wednesdays 6:00 pm Central

(see schedule for **variations and exceptions**):

COURSE DESCRIPTION: 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, marketing and HRM, 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.

NOTICE: This course is **very demanding and time intensive, and is NOT recommended for students with a peaked work/travel schedule**. Please read this syllabus carefully before confirming your registration.

- **REQUIRED TEXT:** HILL, Charles W. L., & HULT, Tomas M. International Business: Competing in the Global Marketplace. McGraw-Hill/Irwin; 14th edition, 2023. (ISBN: 9781260387544). No Connect code is necessary.
*You may order this text online from the [UT Tyler Bookstore](#) or call them at (903) 566-7070.
Or you can buy it from any source you choose to (not mandatory to buy from UT Bookstore).*

Other readings: Several other reading assignments, from numerous sources, will be made during the semester, and will constitute a part of the required readings. Check the detailed schedule to know the required readings for each class. Within Canvas, optional readings are made available or indicated: always check the "Week Tips" button within each week's materials. Find other reading materials in the "Other Materials" tab in the Home Canvas page.

COURSE LEARNING OBJECTIVES

After completing the course, students will:

1. **Comprehend** what globalization is, its causes and forces, and be able to **explain** its consequences
2. **Illustrate** how countries differ in terms of political, economic, and legal systems, level of socio-economic development, culture and ethical approaches
3. **Explain** different theories on why countries trade, internationalize, and promote or hinder FDI (foreign direct investment)
4. **Distinguish** different theories on how currency rates are determined, how foreign exchange generate exposures, and how to manage them.
5. **Explain** the different strategies for competing globally, the different organizational architectures to operate internationally, as well as the different possible entry modes and decisions.
6. **Explain** basic concepts in international business, such as those on exporting and countertrade, those on global production design, those on global marketing, and those on global human resource management (HRM).

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 timely all other individual assignments, including Respondus Practice Exam 	0 % (missing or late: may result in up to 20 negative points)**	0 to -20 (minus**)	Individual
<ul style="list-style-type: none"> EXAMs (via Respondus Monitor) <ul style="list-style-type: none"> Interim Exam 01 Interim Exam 02 Final Exam 	50 % (average of two best exams will be used:) <input checked="" type="checkbox"/> (25%) <input checked="" type="checkbox"/> (25%)	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) 	30 % <input checked="" type="checkbox"/> (30%) +possible 2 points [i.e., 2%] in re-takes (missing quizzes will result in up to 30 negative points)**	-30 to +30** (+2 extra points are possible) (*)	Individual
<ul style="list-style-type: none"> Take Home Assignments <ul style="list-style-type: none"> Average of all turned in assignments in Canvas 	20 % (missing or late: may result in up to 20 negative points)**	-20 to +20**	Individual
o 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.

Grading scale:

Points		Equivalent 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.

COURSE RULES AND POLICIES

This course has several key components and rules, each comprising a set of expectations. To participate in the course and to be allowed to take the exams, **you MUST PASS (80% or better) A COURSE RULE QUIZ by a deadline established in the course schedule**, 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 course schedule may subject you to up to 20 negative points in the 100-grade point scale.

Classes and Attendance: There will be no synchronous classes or meetings (other than non-mandatory Zoom Sessions – see below), and thus no attendance keeping. However, you will need to download/view all lectures in the timing predicted in the schedule, do all quizzes in the designated dates, and turn in all assignments by their due dates. Failure to do any of that will constitute lateness, and late policies will apply. Zoom sessions are recorded, but people attending do better.

Non-Mandatory Synchronous Zoom Sessions: The instructor will hold (NON-MANDATORY) synchronous zoom sessions, with the objective of helping interested students with their quizzes, as well as to answer general questions. Historically, students who prepare before the weekly Zoom Sessions and attend the zoom sessions regularly, have an easier time grasping the concepts. The dates and times for all Zoom Sessions are defined in the Schedule. The instructor may send emails advising about date and/or time changes via email if re-schedules are needed

<https://uttyler.zoom.us/j/93856259959>; passcode: 195214

Or Telephone:

- Dial: +1 646 558 8656 (US Toll) or +1 408 638 0968 (US Toll)
- International numbers available:
https://uttyler.zoom.us/join/join?m=0U5hxukRyIjg5BE5Q_gCB_PQefk-tkij5

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 with students 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, and they must accept the consequences of any oversights on their part. **Please include "MANA 5360-560" 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 phone. Please note **the instructor cannot discuss grades over e-mail.**

Academic Integrity Statement: If I believe an exam, a quiz or any type of assignment has been compromised, I reserve the right to retest the whole class, team, or any individual in the class. Violations of the course's honor code include, but are not limited to: possession of, or use of, unauthorized materials or equipment during quizzes and providing information to another student, reading questions out loud to use voice to text transcription, or any other means of cheating. **Violations WILL result in academic penalties**, including receiving an "F" in this course. **All exam questions are proprietary:** it is strictly forbidden to manually or digitally copy, photograph, transcribe, print, or reproduce, any question in any form. Doing so will be regarded as a serious breach of academic ethics, and will not only make you fail the course, but will subject you to the most serious consequences allowed by University regulations.

Late Work and Missed Exams: 20% (twenty percent) of the grade will be deducted from work that is past due. Take home assignments: in addition to the 20%, up to 5% additional deductions will apply per late day of the grade (including 1st day late), until a maximum of 4 (four) days late. Beyond 4 days late, take home assignments will not be accepted at all.

Weekly Quizzes: Late weekly quizzes will be discounted in 20% + 4% per extra day late, but can be taken even if late until the last week of the course. **No make-up exams or quizzes will be given as a default.** With a "best 2 out of 3" exam grade policy, you can take 2 exams and still be fine. If you must miss an exam you feel you need to take, you must make every effort to contact me before the exam. Failure to do so may result in a zero for that exam. Make-up exams, if allowed by the instructor, must be taken one day prior to the scheduled exam. The format of any granted make-up exam will be at the instructor's discretion.

Keeping up with schedule changes: Schedule changes or updates may occur at any time, and the schedule will need to be adjusted accordingly. This syllabus may also require changes at any time. **You are expected to be attentive to syllabus and to class schedule changes or updates** (which you can know of via Canvas) that may affect your deadlines, or presentations dates. You are expected to agree with your classmates on adequate e-mail communications and material delivery protocols to handle the variations in class assignments: **it is your responsibility to maintain yourself "reachable"** through your patriot e-mail and via Canvas notifications and/or agreed communication protocols.

Course Schedule: See Tentative Schedule in Canvas. Schedule is "tentative" because all dates are subject to change, due to last minute changes. Please **check frequently for updates** on Canvas, or during classroom announcements.

INFORMATION AND GUIDES TO GRADE COMPONENTS AND ASSIGNMENTS

Information on Exams (Individual): We will have three exams in this course: two Intermediary Exams and one FINAL Exam, but your **"Exams" Grade will be calculated using the TWO BEST grades out of the three exams.** Therefore, note that the **Final Exam is optional:** if you do well in the two intermediary exams you can skip the Final (Comprehensive) Exam, assuming you are satisfied with your grade up to that point. Or conversely, it means that even if you did miss or not do well in an Interim Exam, that you can get that lower grade expunged by the two other exams you take. All of the exams may contain true vs. false, multiple choice, and/or essay questions, depending on many factors. The types of questions are very similar to the Weekly Quizzes discussed in the next section, and such quizzes are the best source to understanding what will be required in the exams and to preparing for all Exams. Students must pass (60%+) the quizzes that are defined as pre-requisite before taking any exam. Hence, you can only take Exam 1 if you pass (60%+) quiz #7,

and you can only take Exam 2 and/or the Final Exam if you pass (60%+) quiz #12. Most students prefer not to take the Final Exam at all, as the **Final Exam is comprehensive and does not have a curve.**

I strongly recommend that before you take the first quiz, **you watch the "TUTORIAL" on that sort of exam under the "Other Materials" tab in the Home Canvas page.**

In this edition of the course, all Exams (meaning Interim Exam # 1, Interim Exam # 2 and the Optional Final Exam) will be taken online, via Respondus Monitor, and will follow the COB's Exam Policy. This means you must (a) previously pass the mandatory Respondus Practice Exam by the deadline defined in the schedule; (b) take the exam accessing Canvas through the Respondus browser, as per instructions; (c) comply with all Respondus Monitor's policies and requirements, which are considered part of this Syllabus. UT will pay for Respondus Monitor's proctoring fees. More instructions on Respondus Monitor: see our Canvas.

All exams are individual, and all of them 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. When taking the exam remotely, using Respondus Monitor, 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, secondary monitors, or applications other than the Respondus Monitor session. You **CANNOT use SCRAP paper, but you can and you SHOULD use a dry/erase whiteboard**, textbook-sized (usually sold between 8x11inch to 11x14 inch).

You will be allowed to bring a previously prepared (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**). **Interim Exams:** up to ONE two-sided, pre-printed, reference sheet is allowed. **Final Exam:** up to TWO two-sided, pre-printed, reference sheets are allowed. In both Interims and Final, DO NOT bring sheets of paper that are larger than letter or A-4. Do not bring pages printed on one side with the other side blank. If you cannot print on both sides, then glue them together. ONE sheet of scratch paper (which must be destroyed at the end of the session) will be allowed. Please avoid all these issues at the time of the exam...deal with it all in advance.

All three major exams will happen within the time windows set on the course schedule. The student registered in the course must arrange their schedules to be available, accessible and compliant with Respondus Monitor requirements, on those pre-set time windows. **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.

Information on Weekly Quizzes (Individual): You will have a practice quiz due every week. 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.

Weekly Quizzes can generate TWO SOURCES of grade points:

- a) The **"Pass Component" (up to 30 points out of 100 total points in the course):** Student gets the full average of their highest 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. Highest grade goes: 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 date of lateness.
- b) **Extra Points** (or Extra credit) for **QUIZ RE-TAKES (up to 2 points added to total course 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 0.5 points, or 0.5% final course grade bump
- 90%+ in 3 or 4 quizzes: extra 1 point, or 1% final course grade bump
- 90%+ in 5 or 6 quizzes: extra 1.25 points, or 1.25% final course grade bump
- 90%+ in 7 or 8 quizzes: extra 1.5 points, or 1.5% final course grade bump
- 90%+ in 9 or 10 quizzes: extra 1.75 points, or 1.75% final course grade bump
- 90%+ in 11 or more quizzes: extra 2 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 schedule), 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, knowing each extra attempt will "cost" 4% ea.

Information on Take Home Assignments: A separate document is available in Canvas (under the Assignments tab in the Home Page) detailing the requirements of this type of assignment. All requirements in such document are MANDATORY and should be understood as an integral part of this syllabus and of the course's rules and requirements. Please note, however, that instructor support to each student is contingent on them being timely in their course assignments, as well as in good standing in UT, and in the course.

THIS SYLLABUS IS SUBJECT TO CHANGE.

This is our course plan and main policies document. Nevertheless, due to unexpected events, the syllabus may be revised upon the discretion of the professor. It is the students' responsibility to stay abreast of any such modifications.

OTHER COURSE POLICIES AND RESOURCES

UT Tyler's Respondus Monitor policies and requirements:

The assessments in this online course will be proctored using Respondus Monitor. Beyond the cost of initial equipment needed (e.g. a camera for your computer), there will not be any additional cost for proctoring. You will need to follow the supplied instructions in Canvas to pass a Respondus Monitor Practice Exam, which will include the correct downloading of the Respondus browser, and then follow all other related Respondus instructions and requirements made available in Canvas.

System Requirements

In order to use Respondus Monitor, you will need to comply with its minimal requirements, which can be found here:

Computer Requirements: <https://support.respondus.com/hc/en-us/articles/4409604102171-What-are-the-system-requirements-for-Respondus-Monitor>

Remember UT Tyler has computer labs, the library, etc. as a place where you could take an online exam, as long as it meets Respondus Monitor's guidelines for physical surroundings.

Recording of Lectures: Class sessions may be recorded by the instructor for use by students enrolled in this course. Recordings that contain personally identifiable information or other information subject to FERPA shall not be shared with individuals not enrolled in this course unless appropriate consent is obtained from all relevant students. Class recordings are reserved only for the use of students enrolled in the course and only for educational purposes. Course recordings should not be shared outside of the course in any form without express permission. Our course zoom sessions will be recorded unless technical difficulties disallow it, and they are subjected to copyrights. A list of recorded zoom sessions for our course will be made available within our Canvas shell, under Other Materials/Recorded Zoom Sessions.

Virtual Office Hours: Office hours in this semester will be ALL be virtual (online, via zoom). A fixed weekly zoom time is scheduled as per the first page of this syllabus. I tend to stay much more than the typical 3 hours per week available on zoom for students. Office hours are a way to connect, clarify content, expand your perspectives, networking in our discipline, and just to get to know each other: so please use them. I am here for you.

UT TYLER RESOURCES

Writing Center: The Writing Center provides all undergraduate and graduate students a place to work on their writing projects and skills. There are tutoring options as well as workshops available to support you in your academic writing.

Math Learning Center: The Math Learning Center provides drop-in tutoring for lower-level math courses throughout the week. The MLC also has computer workstations for your use.

PASS Tutoring Center: The PASS Tutoring Center supports a variety of courses. Due to COVID-19, we are asking that you schedule an appointment for your face-to-face tutoring support. Tutoring is also available through Zoom tutoring sessions. Check the website to see the courses supported for the Fall 2020 term.

Supplemental Instruction (SI): SI is a series of weekly peer-assisted study sessions in courses identified by previous students as difficult. Due to COVID-19, SI sessions will be conducted face-to-face and via Zoom this fall. Check the website to see the support courses for the Fall 2020 term.

Upswing (24/7 Online Tutoring): Upswing is a free, confidential, and convenient way to receive help in nearly all of UT Tyler's undergraduate courses.

Robert R. Muntz Library Staff: UT Tyler has an incredible staff of librarians ready to assist you. Discipline/major library liaisons are available to support you and you can also schedule appointments for research consultations. In addition, the Robert R. Muntz library's Head of University Archives and Special Collections can assist you with scholarly communications, primary sources, and archive materials.

Canvas 101: This Canvas course provides you with a wealth of information – including how to navigate in Canvas, use Respondus Monitor (and even take a practice test), tips for being a successful online and hybrid learner, how to use Zoom, and more!

Digital Support Toolkits: Digital Support Toolkits are supplemental materials generated by faculty to help you be successful in targeted courses typically taken by our freshman and sophomore population. Students registered in Digital Support Toolkits supported courses will find these in their Canvas dashboard. You don't have to register – just take advantage of this great resource.

UT Tyler Testing Center: The Testing Center provides securing testing opportunities to meet the needs of students and the community in an environment conducive to student and academic success.

Student Accessibility and Resource (SAR) Office: The SAR Office works to provide students equal access to all educational, social, and co-curriculum programs through the coordination of services and reasonable accommodations, consultation, and advocacy.

Student Counseling Center: The Student Counseling Center supports students in developing balance, resiliency, and overall well-being both academically and personally. They have in person and virtual counseling options. In addition, the Student Counseling Center offers TAO, a self-help, completely private online library of behavioral health resources. Sign in to the TAO website using your UT Tyler credentials.

UT TYLER STATEMENTS AND POLICIES

Students Rights and Responsibilities: To understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <http://www2.uttyler.edu/wellness/rightsresponsibilities.php>

Grade Replacement/Forgiveness and Census Date Policies: Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Undergraduates are eligible to exercise grade replacement for three course repeats during their college career; graduates are eligible for two.

State-Mandated Course Drop Policy: Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Student Special Accommodations

Students needing additional accommodations may contact the Office of Student Accessibility and Resources at University Center 3150, or call (903) 566-7079 or email saroffice@uttyler.edu.

Disability Services: In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University offers accommodations to students with learning, physical and/or psychiatric disabilities. If you have a disability, including non-visible disabilities such as chronic diseases, learning disabilities, head injury, PTSD or ADHD, or you have a history of modifications or accommodations in a previous educational environment you are encouraged to contact the Student Accessibility and Resources office and schedule an interview with the Accessibility Case Manager/ADA Coordinator. Students with disabilities who may need accommodation(s) in order to fully participate in this class are urged to contact the Student Accessibility and Resources Office (SAR) as soon as possible, to explore what arrangements need to be made to ensure access. If you have a disability, you are encouraged to visit <https://hood.accessiblelearning.com/UTTyler> and fill out the New Student Application. For more information, please visit the SAR webpage at <http://www.uttyler.edu/disabilityservices> or call 903.566.7079.

Student Absence due to Religious Observance: Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting.

Student Absence for University-Sponsored Events and Activities: If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the absence. At that time the instructor will set a date and time when make-up assignments will be completed.

Social Security and FERPA Statement: It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via email) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

UT Tyler Honor Code:

I embrace honor and integrity. Therefore, I choose not to lie, cheat, or steal, nor to accept the actions of those who do.

Your instructor has CHOSEN to embrace this honor code. Watch the following video, and maybe you will join us too:

<https://www.youtube.com/watch?v=puMv1j8rlt0>