



Lincoln University

BA 416 – International Management

COURSE SYLLABUS

Spring, 2026

Instructor:	Dr. Ben Olmos
Lecture Schedule:	Wednesday, 9:00 AM – 11:45 AM (Online)
Zoom Meeting:	Zoom link: https://lincolnua-edu.zoom.us/j/85842984030
Credits:	4 units (3 units / 45 lecture hours + 1-unit individual research project)
Level:	Mastery 2 / Research (M2R)
Office Hours:	Monday 3:30 – 4:30 PM by appointment. e-mail: bolmos@lincolnua.edu
Textbooks:	Global Business Management v2.0 Author: Sanjyot P. Dunung Publisher: FlatWorld. ISBN 978-1-4533-4229-9
Last Revision:	January 2026

CATALOG DESCRIPTION

An analysis of economic forces and government actions affecting international business; determinants of policy with regard to entering foreign markets and evaluation of foreign environments, organizational control, compensation, pricing, relations with government agencies and public interest issues in the management of multinational corporations. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 110 or BA 302*

EDUCATIONAL OBJECTIVES

1. Define the roles and activities of a company's human resource management function.
2. Explain how to strategically plan for the human resources needed to meet organizational goals and objectives.
3. Compare and contrast methods used for recruiting, interviewing, selection, and placement of human resources.
4. Describe the steps required to analyze, develop, implement, and evaluate employee training programs.
5. Describe the performance management and appraisal process.
6. Explain managing employee retention, engagement, and careers.
7. Identify and explain the issues involved in establishing compensation incentive systems.
8. Describe the role of benefits and services in meeting employee needs.

9. Define ethical policies and fair treatment at work.
10. Describe the role of labor relations and collective bargaining.
11. Explain the importance of employee safety and health.

COURSE LEARNING OUTCOMES¹

	Course LO	Program LO	Institutional LO	Assessment Activities
1	Explain the key areas of strategic human resource management including employee relations, commitment, engagement, performance appraisal, career planning, fair treatment at work, training and development, organizational structure, and organizational culture.	PLO 1	ILO 1c, ILO 2c	Discussion questions; Application cases questions & answers; Application case presentation; Self-Assessment library; Comprehensive final exam.
2	Describe strategies to integrate human resources planning with the strategic initiatives of senior management to achieve organizational goals and objectives.			
3	Apply systematic approaches to solve problems, produce reports for management decision-making, strategic planning, and operational excellence.	PLO 2	ILO 2c, ILO 7c	Application cases questions & answers; Application case presentation; Self-Assessment library; Research project documenting sources;
4	Demonstrate the ability to manage and motivate employees using strategic human resource management principles.	PLO 4	ILO 4c, ILO 5c, ILO 6c	Application case presentation; Self-Assessment library
5	Contribute to the effective performance of a team as a team leader, co-leader, or team member.	PLO 5	ILO 4c, ILO 5c	Discussion questions; Application cases questions & answers
6	Develop research designs that allow ethically sound treatment of research participants	PLO 6	ILO 3c	Research Project Plan

INSTRUCTIONAL METHODS

This is an online classroom instruction course.

Lectures for this class will be supported by PowerPoint slides as well as discussions related to real world scenarios business case studies. The emphasis will be on learning by doing. Every student must participate in classroom activities, must complete homework, course assignments, and take the exams.

Assignments and projects require students to actively use resources of the library. Detailed guide to business *resources of the library* as well as the description of Lincoln University approach to *information literacy* are available at the [LU Library](#) website (lincolnuca.libguides.com).

¹ Detailed description of learning outcomes and information about the assessment procedure are available at the [Learning Outcomes Assessment](#) section of LU website.

TOPICAL OUTLINE

The course provides a complete, comprehensive review of essential personnel management concepts and techniques such as the human resource management function, strategic planning, recruitment, interviewing, selection and placement, training and development, performance appraisal, employee retention, engagement, and careers, compensation incentives, benefits and employee services, labor relations, and employee safety and health. An integrating theme throughout the course is “The High Performance Organization: Building Better, Faster, More Competitive Organizations through Human Resources.” A second integrating theme is that of creating competitive advantage by fostering employee commitment.

COURSE REQUIREMENTS

Students must acquire a Cengage MindTap access code that will be used for this class. Cengage MindTap allows students to access all interactive assignments that will be part of this class.

Students will be responsible for completing textbook chapter readings prior to the lectures. Individual homework assignments and examinations will be due by Sunday of each week by 11:59 PM. Assignments submitted past the due date will be considered late and may be subject to a deduction of 10% of the final grade for each week the assignment is late. No assignments will be accepted after the last day of class.

The expected amount of time a student will need to spend outside of class to complete his/her individual and/or group out-of-class homework assignments is six (6) hours per week for a 3-unit class.

ASSESSMENT CRITERIA AND METHODS OF EVALUATING STUDENTS

The basis for the determination of the final grade for the course will be the total weighted score for all activities according to the percentages shown in the table below:

Discussion Questions	420	35%
Chapter Quiz	140	12%
Exams	250	22%
Project Paper	200	17%
Project Presentation	100	8%
Attendance	75	6%
Total Points	1185	100%

GRADING SCALE (POINT/GRADE CONVERSION)

A	1126 - 1185	C	877 - 911
A-	1067 - 1125	C-	830 - 875
B+	1030 - 1066	D+	793 - 829
B	996 - 1029	D	759 - 792
B-	948 - 995	D-	711 - 758
C+	912 - 946	F	0 - 710

GENERAL CLASS ATTENDANCE

Regular attendance at classes is essential. Each student is expected to be present for scheduled class periods, to be punctual, and to remain in class for the entire scheduled period. Excessive absences or tardiness may result in loss of credit, lowering of grade, or dismissal from the class. Students are responsible for making up class work missed.

ONLINE ATTENDANCE AND PARTICIPATION

During class students must have their camera turned on and engage in class discussion. Your attendance and participation grade will be determined by the duration of time your camera is live during class. If the camera on your computer is not working you may use the Zoom app on your phone to attend class, using your phone camera in place of your laptop camera. Failure to have a working camera will result in a loss of attendance and participation points.

EXAMINATIONS

The final exam will consist of a comprehensive 100 question exam that covers all chapters we read during this course. Questions will be a mix of multiple choice and true/false.

INTEGRITY AND QUALITY OF SCHOLARSHIP

Integrity of scholarship must be maintained at all times. Plagiarism (copying directly from an author's work) is not permitted. All written work is to be word-processed unless otherwise indicated and should reflect college-level ability in English structure, grammar, spelling, and sophistication of analysis.

PLAGIARISM DETECTION

Lincoln University subscribes to Turnitin plagiarism prevention service. Student work will be used for plagiarism detection and for no other purpose. Originality reports will not be available for viewing.

MODIFICATION OF THE SYLLABUS

This syllabus and schedule are subject to change in the event of extenuating circumstances. An announcement of any changes will be made in class.

GRADED ASSIGNMENTS AND CLASSROOM ACTIVITIES

This class is designed to provide an engaging and interactive experience by integrating course readings, discussions, and practical applications. You will be using **FlatWorld** for textbook access and Canvas for all course assignments, quizzes, and participation activities.

Below is a breakdown of the assignments and activities required for this course:

Discussion Questions

Each week, you will participate in a discussion related to the chapter readings. These discussions are designed to deepen your understanding of the material and allow you to engage with your classmates.

- You must post a primary response to the discussion prompt (minimum 250 words).
- You must reply to at least two classmates (minimum 150 words each).
- Your responses should be thoughtful, demonstrate critical thinking, and reference course materials where appropriate.
- Discussions are graded out of 30 points each and are due by the end of the week.

Chapter Quizzes

Each unit includes a 10-question quiz that assesses your understanding of the key concepts covered in the textbook and lecture materials.

- Questions may be multiple-choice, true/false or fill in the blank.
- You will have two attempts, and the highest score will be recorded.
- Quizzes are graded out of 10 points each.

Attendance and Participation

Active engagement is essential for success in this course. You will be graded on your attendance, participation in class discussions, and contributions to group activities.

- Attendance and participation are graded out of 5 points per week.
- If you miss class, you must communicate with the instructor in advance when possible.

Individual Project

Throughout the course, you will work on a global business analysis project. This will involve selecting a country, conducting market research, and developing a strategy for market entry. The project consists of the following milestones:

1. **Country Selection** – Select a country for analysis (0 points, required for progression).
2. **Market & Competitive Analysis** – Researching the country's market potential and competitive landscape (25 points).
3. **Market Entry Strategy & Financial Considerations** – Developing an entry strategy and financial plan (25 points).
4. **Operations, Marketing & Supply Chain** – Finalizing the business plan with operational and marketing strategies (25 points).
5. **Final Individual Paper & Presentation** – Submitting a detailed written report (100 points) and presenting findings to the class (50 points).

Exams

There will be three exams throughout the course covering specific chapters:

- Exam 1 (Chapters 1-5) – 100 points
- Exam 2 (Chapters 6-10) – 100 points
- Final Exam (Chapters 11-15) – 100 points

Exam Format:

- Questions will be multiple-choice, true/false or fill in the blank
- Students will only have one attempt but will not be timed.

Important Notes:

- **Late Work Policy:** Assignments must be submitted by the due dates listed in Canvas. Late submissions may receive reduced credit unless prior arrangements have been made.
- **Collaboration:** We all learn from each other so please ensure you participate in class discussions.
- **Academic Integrity:** Plagiarism or cheating in any form will result in disciplinary action. Always cite sources and submit original work.

This structured approach ensures that you develop both theoretical knowledge and practical skills in international business management. I look forward to a great semester with you all!

COURSE SCHEDULE

Unit	Unit Start Date	Lecture Date	Topic	Assignments				Assignment Due
				Read	Watch	Graded Assignments	Points	
1	1/26/26	1/28/26	Introduction to Global Business Management	Chapter 1 Globalization explained (explainity® explainer video)		Discussion Question	30	2/1/26

					Business Speaker Erin Meyer: How Cultural Differences Affect Business	Chapter 1 Quiz	10	
					Cultural Intelligence – Bridging the Gap Between Cultures Faith Locken	Attendance and Participation	5	
2	2/2/26	2/4/26	Globalization, International Trade, and Foreign Direct Investment—What Global Managers Need to Understand About the Evolving Debate	Chapter 2	Porter Diamond Theory of National Advantage	Discussion Question	30	2/8/26
					Foreign Direct Investment Explained	Chapter 2 Quiz	10	
						Attendance	5	
3	2/9/26	2/11/26	Manager's Global Framework: Perspective on World Economies	Chapter 3	Global Management	Discussion Question	30	2/15/26
					Understanding GDP, GNP, GII, HDI, & GNI Per Capita	Chapter 3 Quiz	10	
					What is a "Developed" Country? Crash Course Geography	Attendance	5	
					BRICS: What is it, who wants in and why?			
4	2/16/26	2/18/26	Managing Global and Regional Economic Cooperation and Integration	Chapter 4	Imports, Exports, and Exchange Rates: Crash Course Economics	Discussion Question	30	2/22/26
					What is a maquiladora?	Chapter 4 Quiz	10	
					United Nations Guiding Principles on Business and Human Rights	Attendance	5	
5	2/23/26	2/25/26	Impact of Culture on Global Business Management	Chapter 5	Types of Culture - Folk, global, high, low, mass, popular & subcultures	Discussion Question	30	3/1/26
					10 minutes with Geert Hofstede... on Power Distance	Chapter 5 Quiz	10	
					Understanding Cultural Communication Differences	Attendance	5	
6	3/2/26	3/4/26	Managing Global Talent, Leadership, and Diversity	Chapter 6	Navigating Challenges and Opportunities in Japan's Womenomics	Discussion Question	30	3/8/26
					Japanese Management: Key Practices and Western Contrasts	Chapter 6 Quiz	10	
					Germans & Their Efficiency At Work	Exam 1 Chapters 1-5	100	

						Attendance	5	
7	3/9/26	3/11/26	International Finance for Global Managers	Chapter 7	Central Bank Digital Currency	Discussion Question	30	3/15/26
					What's the difference between the IMF and the World Bank?	Chapter 7 Quiz	10	
						Attendance	5	
14	3/16/26				Winter Recess			
8	3/23/26	3/25/26	Foreign Exchange and the Global Capital Markets for Global Managers	Chapter 8	Currency Exchange Introduction	Discussion Question	30	3/29/26
					Investment Banking Areas Explained: Capital Markets	Chapter 8 Quiz	10	
					Venture Capital EXPLAINED	Team Project: Team Formation & Country Selection	0	
						Attendance	5	
9	3/30/26	4/1/26	Manager's Perspective on Understanding the Roles of Finance and Accounting in Global Competitive Advantage	Chapter 9	What is IFRS? International Financial Reporting Standards	Discussion Question	30	4/5/26
					How Singapore Got So Crazy Rich	Chapter 9 Quiz	10	
						Team Project: Team Formation & Country Selection	25	
						Attendance	5	
10	4/6/26	4/8/26	Managing International Expansion and Global Market Opportunity Assessment	Chapter 10	Geography of China	Discussion Question	30	4/12/26
					Media Project on Ethnic Homogeneity- Japan	Chapter 10 Quiz	10	
					The award-winning and classic “Hilltop” ad campaign	Exam 2 (Chapter 6-10)	100	
					Indian Outsourcing 2.0	Team Project: Market & Competitive Analysis	0	
						Attendance	5	
11	4/13/26	4/15/26	Managing Entry Modes: Exporting, Importing, and Global Sourcing	Chapter 11	The Five Biggest Challenges to Doing Business in China	Discussion Question	30	4/19/26
					Understanding 关系 (Guanxi) in Chinese Business Culture	Chapter 11 Quiz	10	
					Cross-Cultural Management	Team Project: Market & Competitive Analysis	25	
						Attendance	5	
12	4/20/26	4/22/26	Managing Global Strategy, Formulation, and	Chapter 12	Corporate vs. Business Strategy	Discussion Question	30	4/26/26

			Implementation		A Plan Is Not a Strategy	Chapter 13 Quiz	10	
					Team Project: Market Entry Strategy & Financial Considerations		0	
					Attendance		5	
					Six Myths of Entrepreneurship	Discussion Question	30	
					What do entrepreneurs do?	Chapter 14 Quiz	10	
13	4/27/26	4/29/26	Managing Global Entrepreneurship and Intrapreneurship	Chapter 13	Team Project: Market Entry Strategy & Financial Considerations		25	5/3/26
					Attendance		5	
					5 minutes on RINGI - The Japanese Art of Consensus	Discussion Question	30	
						Chapter 15 Quiz	10	
15	5/4/26	5/6/26	Managing Global Operations	Chapter 14	How Does Singapore's Economy Outperform Other Asian Economies?	Team Project: Operations, Marketing & Supply Chain	25	5/10/26
						Attendance	5	
					What is International Marketing?	Final Exam	100	
					Walmart's Supply Chain, What Makes Unbeatable?	Course Team Project Paper	100	
16	5/11/26	5/13/26	Managing Global Marketing, Distribution, and Supply-Chain Management	Chapter 15		Course Team Project Presentation	50	5/16/26
						Attendance	5	
						Total Points	1185	

INDIVIDUAL RESEARCH PROJECT (1 unit)

Each student registered for a 400-level course must complete a one-unit research project in addition to the coursework described in this syllabus. The specific topic will be assigned by the instructor.

The project requires 45 hours of independent study with regular consultations in accordance with the schedule determined by the instructor. The project work results in a written report (not less than 15 pages; APA style) and an oral presentation during the class session.

Evaluation of the student's work on the Individual Research Project will be done using the following rubric:

WRITTEN REPORT				
	<i>Exceeds Standards</i>	<i>Meets Standards</i>	<i>Does Not Meet Standards</i>	<i>Not Present</i>
<i>Research Problem Statement</i>	The statement of a research problem is crystal clear, novel and thought provoking	Clearly and concisely identifies a research problem	The statement of a research problem is incomplete, lacking precision.	The statement of research problem is absent.
<i>Organization</i>	The report is logically organized; ideas are exceptionally well-developed and support a thoughtful and engaging conclusion.	The development of ideas is present; the conclusion is effective and directly addresses the original thesis.	Organization is confusing, disjointed, and inconsistent; ideas, if present, are not developed; the conclusion is vague and/or does not address the original thesis.	The report lacks organization
<i>Sources and formatting</i>	A variety of high-quality sources is used; all factual claims are supported with citations. The report follows the APA style guidelines.	A few high-quality sources are used; majority of factual claims are supported with citations The report mostly follows the APA style guidelines.	Sources used are of a questionable quality; factual claims are not supported. Use of APA style is inconsistent.	Sources are not identified or of a poor quality; factual claims are unsubstantiated. The report is poorly formatted

PRESENTATION				
	<i>Exceeds Standards</i>	<i>Meets Standards</i>	<i>Does Not Meet Standards</i>	
<i>Style and Organization</i>	Presentation is clear, confident, and fully engaging; the use of visual aids enhances its effectiveness; the presentation is well timed and structured.	Presentation is clear; the use of visual aids is not detrimental to audience engagement; all necessary components are given appropriate time.	Presentation lacks clarity, no attempt is made to engage the audience; visual aids are haphazard and distracting; lack of structure results in an inefficient use of time.	
<i>Questions and Answers</i>	Student demonstrates extensive knowledge of the topic by providing confident, precise, and appropriate responses to all audience questions.	Student demonstrates knowledge of the topic by responding adequately to questions of the audience.	Student demonstrates lack of knowledge of the topic by responding inaccurately and inappropriately to audience questions.	