



Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

This course is designed for the practicing professional and focuses on internal and external communications practices and strategies with and beyond organizational settings. Students consider communication styles, interpersonal communication skills, business and professional writing, presentation, and communication in various formats, including electronic communication. Students cannot receive credit for both MGT 535 and ORG 536. Recommended Prior Course: None

Course Overview:

The number of U.S. companies, and companies around the globe, continues to expand globally either through direct or indirect interactions, increasing the importance in intercultural awareness. In this course, you will study managerial and cultural communication through a foundation of theory and principles before embarking on a highly interactive journey to apply concepts and tools. Communication levels—intrapersonal, interpersonal, team and organization—are explored with global, intercultural, ethical, and leadership concepts integrated throughout the course. Emphasis is on the manager/student's individual assessment and role in effective communication. Lastly, you will build on management functions of planning, organizing, directing, and controlling/evaluating to address real-world organizational issues.

Course Learning Outcomes:

1. Demonstrate an understanding of effective communication in global organizations.
2. Analyze the elements, principles, levels, barriers, and strategies surrounding effective managerial communication.
3. Evaluate the differences between internal and external audiences involved in multiple communication levels inherent within organizations.
4. Distinguish appropriate communication channels for various audiences and messages.
5. Construct effective written and oral communications skills using a variety of communication tools including virtual tools.

6. Formulate knowledge of communication considerations and guiding ethical principles used when working with different organizational and global cultures.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

- Chaney & Martin (2014). *Intercultural Business Communication* (6th ed.). Upper Saddle River, NJ: Pearson. ISBN: 9780132971270
- You will need to register with Real Time Cases for access to the case studies included in the Portfolio Projects in Module 8. The registration process takes a little time. It is recommended that you register early: <https://realtimcases.com/>

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

COURSE SCHEDULE

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapters 1, 2, 3, & 4 in *Intercultural Business Communication*
- Bell, R. L. & Roebuck, D. (2015). An increasing usefulness for managerial communication research on main topics of management. *Journal of Management Policy and Practice*, 16(2), 71-108.

Discussion (25 points)

Module 2

Readings

- Chapters 5, 6, 7 in *Intercultural Business Communication*
- Bell, L. R., & Martin, J. S. (2012). The relevance of scientific management and equity theory in everyday managerial communication situations. *Journal of Management Policy and Practice*, 13(3) 106-114.
- Griffith, T., Nordbäck, L., Sawyer, E., & Rice, J. (2018). Field study of complements to supervisory leadership in more and less flexible work settings. *Journal of Organization Design*, 7(1), 1-26.

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Fastlink Executive Brief

The Bell and Martin (2012) *required reading* contains a brief case study for the hypothetical company, Fastlink. Read the case study on pages 111 and 112 carefully.

Assume that you are J. Parson, the *customer care director*, and the call center successes have been noted by Fastlink's executive team. You have been asked to meet with the executives to share what you did to turn around a negative business situation. The executives hope that the successes can be replicated in other areas of Fastlink.

In preparation for the executive meeting, you (Parson) are doing some critical thinking about what went right and what could be improved. To guide your thinking, you have prepared the following questions:

1. How did managerial communication play a major role in the turnaround strategy?
2. What personal communication style worked for this situation?
3. What general management areas needed attention?
4. What were the top three managerial communication functional areas that were addressed?
What criteria was used to identify the top three functions?
5. What channels, levels, and forms were used and why?
6. What one action, or decision, made the biggest impact on the call center? Why?

Now, prepare an executive briefing document to include an introduction, substantiated answers to the above questions, and a concluding statement that the executives might use going forward.

Your paper should be 4 to 6 pages long and conform to [CSU-Global Guide to Writing & APA](#). Include at least four scholarly references in addition to the course textbook and required or recommended reading. The CSU-Global Library is a good place to find these references.

Option #2: Fastlink Training Brief

The Bell and Martin (2012) *required reading* contains a brief case study for the hypothetical company, Fastlink. Read the case study on pages 111 and 112 carefully.

Assume that you are F. Smith, Fastlink's *president*. When you hired J. Parson as the *customer care director* you intuited that this hire would be the one to turn around the disastrous performance of Fastlinks' call center. The call center success is one that other Fastlink directors could learn from. As president, you want to provide training/learning opportunities for all managers and hope that the successes can be replicated in other areas of Fastlink. But first, you must understand what strategies and tactics most influenced the turn around.

You (Smith) have been doing some critical thinking about Parson's hiring process, communication style, and managerial communication skills. To guide your thinking, you have compiled the following questions:

1. Was there anything in my management style that impacted my decision to hire Joe?
2. Was there anything in the hiring process that influenced the way that Joe tackled the new role?
3. What is Joe's likely communication style and how did he use that style to the company's advantage?
4. How did managerial communication play a major role in Joe's turnaround strategy?
5. What general management areas needed attention?
6. What made the biggest impact on the call center? Why?

Now, prepare a briefing document for an upcoming meeting with the director of learning/training and staff. Include an introduction, substantiated answers to the questions, and a concluding statement that you want to leave with the learning professionals.

Your paper should be 4 to 6 pages long and conform to [CSU-Global Guide to Writing & APA](#). Include at least four scholarly references in addition to the course textbook and required or recommended reading. The CSU-Global Library is a good place to find these references.

Portfolio Milestone (20 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Project Selection and Article Review

Review the Portfolio Project description and rubric in **Module 8** and begin to think about which case study option to choose from. Do not do both. The project is due in Week 8 and constitutes approximately one third of your grade for the course.

Submit a 1- to 2-page paper identifying your project option and include a summary of three articles that you believe relevant to the successful completion of the final project.

Your paper should conform to [CSU-Global Guide to Writing & APA](#). Include at least three scholarly references. The CSU-Global Library is a good place to find these references.

Option #2: Project Selection and Article Review

Review the Portfolio Project description and rubric in **Module 8** and begin to think about which case study option to choose from. Do not do both. The project is due in Week 8 and constitutes approximately one third of your grade for the course.

Submit a 1- to 2-page paper identifying your project option and include a summary of three articles that you believe relevant to the successful completion of the final project.

Your paper should conform to [CSU-Global Guide to Writing & APA](#). Include at least three scholarly references. The CSU-Global Library is a good place to find these references.

Module 3

Readings

- Chapter 8 in *Intercultural Business Communication*
- Andresen, M., & Bergdolt, F. (2017). A systematic literature review on the definitions of global mindset and cultural intelligence – merging two different research streams. *The International Journal of Human Resource Management*, 28(1), 170-195.
- Caldwell, J. (2015). Leading globally, thinking interculturally: Developing global characteristics. *The Journal of Business Diversity*, 15(1), 55-59.
- Eberwein, T., & Porlezza, C. (2016). Both sides of the story: Communication ethics in mediatized worlds. *Journal of Communication*, 66(2), 328-342.

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Domestic Job Analysis

The ability to work across cultures is quickly becoming an essential competency for managers.

For this assignment, apply Module 3 concepts to the function of recruiting and hiring using a real-world scenario.

Begin your research by identifying a public (stock-traded) multinational corporation (MNC) headquartered in the United States *with* a posted job opening for a global manager.

Based on the job posting and robust research on the company, answer the following questions in the form of an essay:

1. What position or philosophy does the MNC take to promote business ethics, diversity, intercultural and cross-cultural relationships as evidenced in its annual reports and other publications? Present specific examples to make the argument and support your conclusion. (Data may be found in a multitude of corporate publications such as annual reports, ethical codes, codes of conduct, corporate social responsibility or sustainability reports, 10Ks, and others.)
2. What evidence is there for determining if the MNC uses a language strategy aligned with its vision?
3. Does the MNC posted job description and requirements align with the corporate reports and publications on ethics, diversity, multinational positions?
4. What communication barriers were present from either your perspective, or possibly from the

- perspective of an applicant from another country/culture?
5. What changes might be made so the job description is more tightly align with content in corporate reports and publications?

Write a revised job description to incorporate changes. Place both the original and revised job description as Appendix A.

Your paper should be 4 to 6 pages long plus one appendix and conform to [CSU-Global Guide to Writing & APA](#). Include at least four scholarly references in addition to the course textbook and required or recommended reading. The CSU-Global Library is a good place to find these references.

Option #2: International Job Analysis

The ability to work across cultures is quickly becoming an essential competency for managers.

For this assignment, apply Module 3 concepts to the function of recruiting and hiring using a real-world scenario.

Begin your research by identifying a publicly traded United States company with a domestic presence only and with a posted job opening for a mid- to senior-level manager. The posted job position should not be specific to a diversity or ethics role.

Based on the job posting and robust research on the company, answer the following questions in the form of an essay:

1. What position or philosophy does the MNC take to promote business ethics, diversity, intercultural and cross-cultural relationships as evidenced in its annual reports and other publications? Present specific examples to make the argument and support your conclusion. (Data may be found in a multitude of corporate publications such as annual reports, ethical codes, codes of conduct, corporate social responsibility, or sustainability reports, 10Ks, and others.)
2. What evidence exists for whether the public company aligns recruiting and hiring with the organization's vision?
3. Does the MNC posted job description and requirements align with the corporate reports and publications on commitment to ethics, and diversity? How is diversity defined?
4. What changes might be made to the job description to more tightly align with content related to ethics and diversity in corporate reports and publications?

Write a revised job description to incorporate changes. Place both the original and revised job description as Appendix A.

Your paper should be 4 to 6 pages long plus one appendix and conform to [CSU-Global Guide to Writing & APA](#). Include at least four scholarly references in addition to the course textbook and required or recommended reading. The CSU-Global Library is a good place to find these references.

Module 4

Readings

- Hussain, M., Tabussam, R., & Yousuf, M. (2017). Effect of professional knowledge and feedback communication skills among teachers and students at college level. *Bulletin of Education and Research*, 39(2), Bulletin of Education and Research, Dec 2017, Vol.39(2).
- Roebuck, D. B, Bell, R. L., Raina, R., & Lee, C.E. (2016). Comparing perceived listening behavior differences between managers and nonmanagers living in the United States, India, and Malaysia. *International Journal of Business Communication*, 53(4), 485–518.
- Topal Z, Demir Samurcu N, Taskiran S, Tufan AE, & Semerci B. (2018). Social communication disorder: A narrative review on current insights. *Neuropsychiatric Disease and Treatment*, 2039-2046.

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Analysis of Management Style and Communication Style

You are the manager of a small team of software developers located in San Francisco with counterparts in India. The India employees report to a local manager in Delhi with whom you work closely. You received word from your India counterpart that a new employee on the San Francisco team has been rude and disrespectful to one of the Delhi employees. You want to better understand the situation before taking next steps.

You decide to assess the situation starting with a communication focus.

Create a *management report* to contain the following:

1. Identify six to eight variables that influence effective interpersonal communication and that are pertinent to the scenario; explain these variables in the context of principles, theories, and the employees' environments.
2. Consider the roles that CQ competency and individual management and communication styles have on interpersonal communication.
3. Decide on four next steps to address the Delhi manager's concerns

Fast forward this scenario two weeks later. Your investigation revealed that indeed, the San Francisco employee exhibited inappropriate behavior and communication with another employee.

4. Prepare a written communication to the San Francisco employee in the form of a reprimand and place the written reprimand in an appendix to the report.

Your paper should be 4 to 6 pages long plus one appendix and conform to [CSU-Global Guide to Writing & APA](#). Include at least four scholarly references in addition to the course textbook and required or recommended reading. The CSU-Global Library is a good place to find these references.

Option #2: Analysis of Management Style and Communication Style

You are an experienced manager in supply chain (SC) management. Your company is located in Illinois and you have played a lead role in developing other women to work in this male-dominated field. Your

company recently acquired a competitor company in West Virginia. You have been asked to integrate the two companies' supply chain operations. Each location will have an on-site SC director.

You just received a call from the director of human resources with the report that the West Virginia SC director is threatening to leave. Although facts are limited, it seems as though the two SC directors are at odds; each one accusing the other of being rude and exhibiting bullying behavior. You want to better understand what's happening before taking next steps.

You decide to assess the situation starting with a communication focus.

Create a *management report* to contain the following:

1. Identify six to eight variables that influence effective interpersonal communication and that are pertinent to the scenario; explain these variables in the context of principles, theories, and the employees' environments.
2. Consider the roles that CQ competency and individual management and communication styles have on interpersonal communication.
3. Decide on four next steps to address the scenario and make a case for why those steps are needed.

Fast forward this scenario two weeks later. Your investigation revealed that the Illinois SC director was exhibiting intimidating and bullying behavior to the other director.

4. Prepare a written communication to the Illinois SC director employee in the form of a reprimand and place the written reprimand in an appendix to the report.

Your paper should be 4 to 6 pages long plus one appendix and conform to [CSU-Global Guide to Writing & APA](#). Include at least four scholarly references in addition to the course textbook and required or recommended reading. The CSU-Global Library is a good place to find these references.

Portfolio Milestone (20 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Case Study Research

A final Capstone Project is due at the end of the course. You will complete one of two final case studies online. Please read the full Capstone Project description on the **Week 8 Assignments/Project** page to preview your Capstone Project assignment. Also, review the final Capstone Project grading rubric.

For the milestone, conduct research on the company you selected. Summarize the company's products, identity, and organizational culture. What could provide beneficial resources to your selected final project option? Identify any cultural and/or communication barriers that might create challenges. What remedies exist to mitigate these challenges?

Option #2: Case Study Research

A final Capstone Project is due at the end of the course. You will complete 1 of 2 final case studies online. Please read the full Capstone Project description on the **Week 8 Assignments/Project** page to preview your Capstone Project assignment. Also, review the final Capstone Project grading rubric.

For the milestone, conduct research on the company you selected. Summarize the company's products, identity, and organizational culture. What could provide beneficial resources to your selected final project option? Identify any cultural and/or communication barriers that might create challenges. What remedies exist to mitigate these challenges?

Module 5

Readings

- Brake, T. (2015). Online global communication. In J. Bennett (Ed.), *The SAGE encyclopedia of intercultural competence* (pp. 655-658). Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781483346267.n215
- Brake, T. (2015). Virtual teams. In J. Bennett (Ed.), *The SAGE encyclopedia of intercultural competence* (pp. 862-865). Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781483346267.n285

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Forming and Managing Virtual Teams

This week you create the case! You are an experienced employee in Cerveza Quilmes, an Argentina-based company founded in 1888. You are the manager of a newly formed virtual team. Research the company to understand the vision, business strategies, products, ethical standards, and goals.

To create the right environment for your virtual team, you will determine what leading practices in communication may work well in the Cerveza Quilmes corporate environment. In the case study, you will develop a management report with four (4) parts that include:

1. An overview of Cerveza Quilmes with facts and figures.
2. Assumptions about your hypothetical virtual team e.g. size, locations, purpose, objectives, team make-up. You create the scenario.
3. A "straw case"* team communication plan. Your personal management, communication, and CQ interpretation should be considered. The virtual team assumptions should be considered. To build the "straw case" you will decide which communication channels, methods, decision processes, and technologies might be most valuable for the team.
4. A table outlining potential barriers and risks, as well as actions that could mitigate the risks. Reference the table in the team communication plan and include it as an appendix to the case.

**A straw case or straw man is Western business jargon for a rough proposal that might be used to generate team discussion.*

Your paper should be 4 to 6 pages long and conform to [CSU-Global Guide to Writing & APA](#). Include at least four scholarly references in addition to the course textbook and required or recommended reading. The CSU-Global Library is a good place to find these references.

Option #2: Forming and Managing Virtual Teams

This week you create the case! You are a consultant brought in to work with IHH Healthcare Berhard, a Malaysian-based company listed on the stock exchange in 2012. The client has asked for counsel on how to develop an effective virtual team specifically formed because of the strategic mandate to consolidate marketing functions. The virtual team is comprised of seven marketing directors from seven different IHH regions. Research the company to understand the vision, business strategies, products, ethical standards, and goals.

Your plan is to help the client understand and create the right environment for this virtual team. As a starting point, you will determine what leading practices in communication may work well in the IHH Healthcare environment. In the case study you will develop a management report to share with your client which contains four (4) parts:

1. Provide a brief overview of IHH Healthcare with facts and figures and how consolidating market functions fits into the company's larger goals.
2. Create assumptions about your hypothetical virtual team e.g. size, locations, purpose, objectives, team make-up.
3. Develop a "straw case"* team communication plan. Document the communication channels, methods, decision processes, and technologies might be most valuable for the IHH team? Explain why you made those choices.
4. Construct a table outlining potential barriers and risks, as well as actions that could mitigate the risks. Reference the table in the team communication plan and include it as an appendix to the case.

**A straw case or straw man is Western business jargon for a rough proposal that might be used to generate team discussion.*

Your paper should be 4 to 6 pages long and conform to [CSU-Global Guide to Writing & APA](#). Include at least four scholarly references in addition to the course textbook and required or recommended reading. The CSU-Global Library is a good place to find these references.

Module 6

Readings

- Chapter 9 in *Intercultural Business Communication*
- Argenti, P. (2016). Communication strategy. In C. Carroll (Ed.), *The SAGE encyclopedia of corporate reputation* (Vol. 2, pp. 138-140). Thousand Oaks, CA: SAGE Publications Ltd. doi: 10.4135/9781483376493.n60
- Wesselink, Blok, & Ringersma. (2017). Pro-environmental behaviour in the workplace and the role of managers and organisation. *Journal of Cleaner Production*, 168, 1679-1687.

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Internal Communication Planning

Initiate this week's Critical Thinking Assignment by picking a current news story related to an award that an organization received. Newspapers, magazines, and business newsletters often are good sources.

Using the chosen news story as a backdrop, develop the assignment according to the following scenario:

You are the senior leader in charge of the department receiving the award. You want to make sure that internal employees hear the news of recognition before reading it in the newspaper. You have started a list of questions for yourself that must be answered before you can initiate the internal communication plan:

- What am I trying to accomplish; what are the purposes/objectives of the communication?
- What is my overriding message and why?
- Who should receive the message?
- Does everyone receive the same communication?
- Who should deliver the message?
- How should the communication be distributed?
- Now ask yourself: What have I missed? AND YOU ADD ANOTHER QUESTION!

Answer all the questions posed including the one you added. Develop a logical flow of information from beginning to end.

Your paper should be 3 to 4 pages long and conform to [CSU-Global Guide to Writing & APA](#). Include at least four scholarly references in addition to the course textbook and required or recommended reading. The CSU-Global Library is a good place to find these references.

Option #2: Internal Communication Planning

Initiate this week's Critical Thinking Assignment by finding a current news story related to a lawsuit that has been filed against an organization. Newspapers, magazine, law reviews or business newsletters are good sources. Using the chosen news story as a backdrop, develop the assignment according to the following scenario:

You are the senior leader of the department charged with the allegations. The corporate legal counsel has informed you that an inquiry and investigation will soon be conducted in your department. The purpose of the inquiry is to gather facts quickly.

You need to communicate with your organization. You have started a list of questions for yourself that must be answered before you can develop the internal communication plan and message:

- What am I trying to accomplish; what are the purposes/objectives of the communication?
- What is my overriding message and why?
- Who should receive the message?
- Does everyone receive the same communication?
- Who should deliver the message?

- How will the communication be distributed?
- Now ask yourself: What have I missed? AND YOU ADD ANOTHER QUESTION!

Answer all the questions posed including the one you added. Develop a logical flow of information from beginning to end.

Your paper should be 3 to 4 pages long and conform to [CSU-Global Guide to Writing & APA](#). Include at least four scholarly references in addition to the course textbook and required or recommended reading. The CSU-Global Library is a good place to find these references.

Module 7

Readings

- Chapters 10 & 11 in *Intercultural Business*
- Barthelmess, P., Enzmann, P., Settelen, M., & Schärmeli, N. (2018). Navigating ambiguity: Distributive and integrative negotiation tactics in China. *Central European Business Review*, 7(2), 21-43.

Discussion (25 points)

Module 8

Readings

- Chapter 12 in *Intercultural Business Communication*
- Baruh, L., Secinti, E., & Cemalcilar, Z. (2017). Online privacy concerns and privacy management: A meta-analytical review. *Journal of Communication*, 67(1), 26-53.
- Chory, R. M., Vela, L. E., & Avtgis, T. A. (2016). Organizational surveillance of computer-mediated workplace communication: Employee privacy concerns and responses. *Employee Responsibilities and Rights Journal*, 28(1), 23 to 43.

Discussion (25 points)

Portfolio Project (310 points)

The MGT535 Portfolio Project is designed to encompass multiple managerial communication (MC) concepts, principles, theories, and skills studied throughout the entire course.

Choose one of the following two Real Time Cases (Option 1 or 2) to complete as your final project portfolio. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Pinxter, Inc.—Managing a Global Team

Pinxter has the unique issue of managing a global team where a significant portion of their talent is located in Ukraine's turbulent city of Crimea. In December 2014, President Barack Obama passed Executive Order #13685: Blocking Property of Certain Persons and Prohibiting Certain Transactions with Respect to the Crimea Region of Ukraine. The sanction included property such as documentation, money, and technology. Since Pinxter's team was located in Crimea at the time, the executives had the impromptu task of relocating just under half of their company overnight.

Be sure to answer the following questions in your report:

1. What appeared to be Pinxter's goals for remote teams prior to the recent turbulence in Crimea?
2. What are the pros and cons of managing international, remote teams?
3. What opportunity does a move present for Pinxter? For the employees?
4. Does this differ by location? If so, how?
5. Given your recommended course of action, what will employees require for a successful transition?
6. How might your course of action impact future hiring and growth decisions?
7. How do the events surrounding this situation impact the weight of different factors on your decision?
8. What help do you need from your board to move your plan along?

Your paper should be 10 to 12 pages long and conform to [CSU-Global Guide to Writing & APA](#). Include at least five scholarly references in addition to the course textbook and required or recommended reading. The CSU-Global Library is a good place to find these references.

Option #2: ParkMyCloud—Focusing International Growth Through Strategic Partnerships

ParkMyCloud's (PMC) focus over the next few years is growth. While opportunity in the United States market may be PMC's focus for the next five to 10 years, investing to meet needs abroad could provide stability for the future by minimizing sole reliance on the U.S. market. This means investments in partnerships, technology, and internal resources.

Be sure to answer the following questions in your report:

1. Should PMC go narrow or broad when it comes to international expansion? Explain your stance.
2. In what areas of the business will PMC need to make investments? Why?
3. How should these investments be prioritized?
4. What plans does PMC already have for investment?
5. How should PMC plan to enter specific countries or regions?
6. Why should PMC focus on the areas you suggest now? Explain.

Your paper should be 10 to 12 pages long and conform to [CSU-Global Guide to Writing & APA](#). Include at least five scholarly references in addition to the course textbook and required or recommended reading. The CSU-Global Library is a good place to find these references.

COURSE POLICIES

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Course Grading

20% Discussion Participation
45% Critical Thinking Assignments
35% Final Portfolio Project

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see *CSU-Global Guide to Writing & APA* for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.

Citing Sources with APA Style

All students are expected to follow the *CSU-Global Guide to Writing & APA* when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

Disability Services Statement

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.