

## SEMESTER AT SEA COURSE SYLLABUS

**Discipline: Business/Commerce**

**Fall 2008**

**COMM 469Z: International Management**

**Upper Division**

**Professor: Michael Kaplan, M.I.M., A.L.M.**

### **COURSE DESCRIPTION**

This course is designed to provide a broad overview of business management in an international context. This includes an understanding of myriad international business, legal, economic, social, cultural, and business issues. Students also gain an understanding of how the different functions of management are affected by the global environment. Learning is facilitated by lectures, textbook readings, articles, cases, field studies, and discussions of current issues in international management. A previous business or management course would be helpful but not required. This course may not be taken concurrently with international marketing.

### **LEARNING OBJECTIVES**

- Attain a better understanding of international political, social, economic, and especially cultural issues and their affect on the international business environment;
- Gain an understanding of global interdependencies and increasing globalization;
- To become familiar with current issues facing the global environment;
- To increase awareness of the importance of international business activities in today's world;
- To develop a global "mindset" and to communicate effectively about international management issues.

### **LEARNING METHODS**

1. Class discussions – current events: “what’s happening in the world”
2. Lecture – based on, and/or augments the assigned readings
3. Videos – supplement lecture topic
4. SAS field trips – visit(s) to foreign firms
5. Case studies - applying academic learning to “the real world”
6. Exams and writing assignments

## CLASS DESCRIPTION

1. Time permitting; the first period of time of each class will include a seminar-like discussion titled “What’s Happening in the World” – an open dialogue of current national and international events and topics. Even though we are at sea, students are strongly encouraged to familiarize themselves with current events. In particular, discussions will cover current business, economic, and political topics found in the media. *On a daily bases students should be prepared, and will be selected, to discuss these topics!* Students are strongly urged to keep up-to-date with current global issues. Immediately succeeding a port visit we will discuss our impressions on that country’s culture with emphasis on how of that culture’s uniqueness affects their business environment
2. A lecture based on the reading assignment from the textbook. Please be advised that the material covered in the lecture is designed to *augment* the readings, and that students are responsible for both the lecture and textbook concepts. Students are encouraged to read the textbook chapter(s) before the class. We have a fairly ambitious schedule; please stay current on the readings. The lectures are presented on PowerPoint slides and are available on the ship’s intranet
3. Several videos that relate to the lectures and outside readings will also be utilized.

## CLASS PARTICIPATION

The class participation grade is based on insightful comments contribute to the learning experience in class. Missing class(s) will have a deleterious affect on this grade. *Please feel free to contribute to the class discussions and to ask questions and/or make comments.*

### Assignments:

A] You be the International Management Consultant:

Please do five (5) of the “You be the International Management Consultant” sections at the end of each chapter (grey toned pages). Students may choose which chapters they wish to do. On a single page please answer the questions that correspond to the article. May be done individually or in groups of two.

B] Term Paper/Field Component:

Challenges of International Management paper.

Compare and contrast three (3) firms (of your choosing) from countries on our itinerary.

- 1) What are the unique challenges affecting their international business environment?
- 2) What is the historic/background of the challenges? What are the legal, political, economic, societal, issues that affect its international business climate?
- 3) What management styles do they use and what management techniques could they employ (incorporate concepts from articles and the textbook)?
- 4) What do you think will happen in the future?

A] The firms should all be of differing sizes, for example one entrepreneurial enterprise (i.e. small family owned firm), one medium sized company (10-100 employees) and one multinational corporation; or all of roughly the same size;

B] The firms should all be from three different countries, or all from the same country (but not 2 companies from a single country and 1 from another).

C] Students will find it easier to compare and contrast firms from the same industries (i.e. hospitality, tourism, restaurant, etc.)

D] To research the term paper students should plan on attending SAS sponsored field trip(s) (FDP's) as well as conducting extensive *independent research* in their selected country or countries and they should budget their in-country time accordingly. Students are encouraged, but not required, to attend one or more of the faculty directed field program. May be done individually or groups up to three persons (but grades are shared).

C] Cases:

Two classes will be dedicated to case reviews. Kindly choose only ONE (1) of the assigned cases. The two page written case study should include: 1) a brief synopsis of the salient (key) facts of the case, and 2) answers to all of the questions (unless otherwise indicated) found at the end of the case. Please note that several of the cases are not found in the textbook and will be in a separate packet on reserve in the library. Cases may be written individually or in groups up to three persons, however be advised that all group members share the same grade. Students **MUST** be present during both case study classes. Students should be prepared to present in class their analysis of the case study questions.

Session #	Case (do only <u>one</u> for each class)	Pg./Handout
<b>6</b>	Nike & Human Rights	Textbook
	IKEA in the U.S.	On reserve
	Cross-Cultural Conflicts in the Corning-Vitro Joint Venture	Textbook
	Euro Disneyland	Textbook
<b>16</b>	Can Reliance Compete?	Textbook
	Nova Scotia (tourism)	On reserve
	Budget Airlines in Asia/AirAsia	Textbook
	Chiquita's Global Turnaround	Textbook

D] Mid-Tem and Final Exam:

Exams are a multiple-choice format. Generally there are four possibilities (A, B, C, D,) and only one correct or best answer. The Mid-Term Exam covers parts 1 & 2; the Final exam is comprised of the remaining chapters that are covered in class. Material covered in class discussions, videos, case studies, handout articles, etc. are also on the exams.

The exams are not timed.

Tentative Schedule\*:

<u>CLASS SESSION</u>	<u>SUBJECT</u>	<u>ASSIGNMENTS</u>
1	Introduction; Review Syllabus	
2	Overview of International Trade and Business	
3	Ch. 1 Globalization and Worldwide Developments	
4	Ch. 2 Political, Legal, and Technological Environment	
5	Ch. 3 Ethics and Social Responsibility	
6		<b>Cases #1</b>
7	Ch. 4 Meanings and Dimensions of Culture	
8	Ch. 5 Managing Across Cultures	
9	Ch. 6 Organizational Cultures and Diversity	
10	Ch. 7 Cross-Cultural Communications/Negotiations	
11		<b>Mid-Term Exam</b>
12	Ch. 8 Strategy Formulation and Implementation	
13	Ch. 9 Entry Strategies and Organizational Structures	
14	Ch. 10 Managing Political Risk, Gov't Relations	
15	Ch. 11 Management Decision and Control	
16		<b>Cases #2</b>
17	Ch. 12 Motivation Across Cultures	
18	Ch. 13 Leadership Across Cultures	
19	Ch. 14 Human Resource Selection and Development	
20	Ch. 15 Labor Relations	<b>Term Paper</b>
21	Discussion of Term Papers; 'Who to Hire' p. 544	
22	TBD	
23		<b>Final Exam</b>

**\*Subject to Change**

### **FIELD COMPONENT**

A key component of this course is a *Challenges of International Management* term paper. Students will compare and contrast three companies of roughly the same size from three different countries OR compare three companies of different sizes from a single country. Research for the paper must include at least three practica (either faculty directed or independent). A related requirement for this course is participation in at least one FDP led by the instructor. For all independent practica, students should meet with the instructor prior to arriving in the port-of-call to discuss the student's approach and objectives.

### **SUGGESTED PRACTICA:**

SOUTH AFRICA:	Wine Production and Marketing (FDP)
INDIA:	Pebble Creek Mining: A Case History on Doing Business in India (FDP)
MALAYSIA:	Indigenous Industries Near Penang: Rubber, Palm Oil and Rice (FDP)
VIET NAM:	Nike Plant Visit (FDP), Ben Thanh Market (FDP)
CHINA:	Shanghai Auto Industry (FDP)

## METHODS OF EVALUATION

Assignment	% Grade
You be the International Consultant	10%
Term Paper: Management Challenges...	20%
Mid-Term Exam	20%
Case #1	10%
Case #2	10%
Final Exam	20%
Class Participation	10%

### General Comments:

- Office hours are immediately following each class or by appointment.
- All writing assignments are to be in 12 point Times New Roman font, double spaced. Papers are graded primarily on content, however correct spelling and proper grammar are also grading factors.
- Except for the *Challenges of Doing International Business* paper, no research beyond the provided textbook and articles is needed, however, if students opt to include other sources proper citation is required.
- PLAGIARISM (presenting another's work as your own), IS NOT TOLERATED and will result in a failing grade for the course.
- All written assignments must be done individually (unless otherwise indicated) and turned in, by the writer, in class on the due date. Assigned work and exams will be presented and/or taken on the day scheduled. Assignments are due at the beginning of class; late assignments are marked down 3 points for each late day.
- Required reading should be completed before the corresponding lecture so that class discussion may flow easily.
- If you have any special needs because of learning disabilities or other kinds of disabilities, please inform the professor.
- Most of all, I hope you find International Management a fun and rewarding experience!

## REQUIRED TEXTBOOK

*International Management: Culture, Strategy, and Behavior, 7e (2009)*; Luthans, Fred, and Jonathan Doh, (McGraw-Hill Irwin), ISBN 0-07-338119-5 / 9780073381190  
Some articles and cases to be provided.

## RESERVE LIBRARY LIST

1. Managing Cultural Differences 7<sup>th</sup> ed. Moran, Robert T., 2007 Elsevier Inc., ISBN 13:978-0-7506-8247-3
2. Put Your Best Foot Forward Asia: A Fearless Guide to International Communication and Behavior (Put Your Best Foot Forward) (Paperback) by [Mary Murray Bosrock](#)
3. Put Your Best Foot Forward-South America. by Mary Murray Bosrock
4. Kiss, Bow, or Shake Hands: How to Do Business in Sixty Countries by [Terri Morrison](#)
5. [Kiss, Bow, or Shakes Hands Asia: How to Do...](#) by Terri Morrison
6. [Kiss, Bow, or Shakes Hands, Latin America:...](#) by Terri Morrison
7. [Do's and Taboos Around the World for Women...](#) by Roger E. Axtell
8. Let's Go Southeast Asia 9th Edition (Let's Go Southeast Asia) by Inc. Let's Go
9. Lonely Planet Southeast Asia on a Shoestring (Lonely Planet Shoestring Guides) by China Williams
10. Let's Go South Africa (Let's Go) by Let's Go Inc
11. Lets Go : Central America by St Martins Press Inc
12. Lonely Planet South America on a Shoestring by Danny Palmerlee and Thomas Kohnstamm