MULTINATIONAL BUSINESS AND COMPARATIVE MANAGEMENT - MGT 357 (Spring 2015)
Department of Management, College of Business Administration, San Diego State University

Instructor: Dr. John Francis, Associate Professor of International Strategy, john.francis@sdsu.edu, (858)352-8322

COURSE INFORMATION

Class Days: T/Th  Office Hours (and by appointment): 1:00 – 2:00 pm
Class Times: 2:00 – 3:15 pm  Office Hours Location: SSE 3312
Class Location: GMCS 310  Units: 3

COURSE OVERVIEW

- Context of international business, environment, institutions, and business practices. Cultural awareness, sensitivity, interpersonal and leadership skills needed in an international context. Prerequisite: MGT 350
- The growing importance of world business creates a demand for managers sophisticated in international management and skilled at working with people and understanding the business environment of other countries. This course is designed to give students a fundamental understanding of the environment in which international business operates and of the business practices required to compete successfully in global markets.

STUDENT LEARNING OUTCOMES

BSBA students will graduate being:

- Effective Communicators
- Critical Thinkers
- Able to Analyze Ethical Problems
- Global in their perspective
- Knowledgeable about the essentials of business

MGT 357 contributes to these goals through its student learning outcomes:

- To explain the different political, legal, and economic systems and technological forces in the international environment and their impact on international management.
- To assess and describe the drivers and consequences of globalization, its impact on specific regions, and the emerging concerns about its mixed influences on countries around the world
- To describe and apply the concept of “national culture” and explain how the culture of one group of people can be distinguished from that of another, and the implications of these differences for international management.
- To integrate and apply the basic elements of international strategic management, including the pressures and cost/benefits of strategies that emphasize global integration versus local adaptation; describe the specialized strategies required for entering foreign markets.
- To identify the theories and techniques used to lead and motivate employees across cultures.
- To explain and apply the mechanisms for ensuring effective control and decision-making in international organizations.  [See cba website: http://cbaweb.sdsu.edu/assessment/slo]
Course Materials


Course Structure and Conduct

While the course does utilize lectures to facilitate understanding of course content, participation in class discussions, experiential exercises, and group work is essential and expected to enhance the learning process. Read the class material prior to the scheduled date on the syllabus. Please set your phones on SILENT mode and keep them stored. You will be using your laptops for certain experiential exercises. For all other class times laptops should be stored away. The following are course requirements:

1. Participate in class discussions.
2. Complete class exercises.
3. Complete three exams.
4. Participate in a team country presentation.

Please access Blackboard throughout the semester to review the syllabus, class announcements, faculty information, power point presentations, course documents, and other course information. Please be sure to keep your e-mail address on Blackboard current.

Students with Disabilities

If you are a student with a disability and believe you will need accommodations for this class, it is your responsibility to contact Student Disability Services at (619) 594-6473. To avoid any delay in the receipt of your accommodations, you should contact Student Disability Services as soon as possible. Please note that accommodations are not retroactive, and that accommodations based upon disability cannot be provided until you have presented your instructor with an accommodation letter from Student Disability Services. Your cooperation is appreciated.

Academic Honesty

The University adheres to a strict policy regarding cheating and plagiarism. These activities will not be tolerated in this class. Become familiar with the policy (http://www.sa.sdsu.edu/srr/conduct1.html). Examples of Plagiarism include but are not limited to:

- Using sources verbatim or paraphrasing without giving proper attribution (this can include phrases, sentences, paragraphs and/or pages of work)
- Copying and pasting work from an online or offline source directly and calling it your own
- Using information you find from an online or offline source without giving the author credit
- Replacing words or phrases from another source and inserting your own words or phrases
- Submitting a piece of work you did for one class to another class

If you have questions on what is plagiarism, please consult the policy and this helpful guide from the Library.

Assessments and Grading

Course grades will be assigned in accordance with San Diego State University policy (see General Catalog, pp. 468-470). Undergraduate grades shall be: A (outstanding achievement, available only for the highest accomplishment), B (praiseworthy performance, definitely above average), C (average, awarded for satisfactory performance, the most common undergraduate grade), D (minimally passing, less than the typical undergraduate achievement), F (failing).
Table 1. Your course grade will be based on the following weighted components

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Exams 1 and 2</td>
<td>35%</td>
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<tr>
<td>Final Exam</td>
<td>20%</td>
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<tr>
<td>Written Exercises</td>
<td>10%</td>
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<tr>
<td>Class Participation</td>
<td>5%</td>
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<tr>
<td>Group Country Presentation</td>
<td>30%</td>
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For the class an “A” is 93% or more of the total points, an “A-” is 90% to 92.9%, a “B+” is 88% to 89.9%, a “B” is 83% to 87.9% and so on. There will be NO after grading adjustments. Your final grade is what it is so be proactive in going after the grade you want.

**Exams and Exam Policies.** Exams 1 and 2 will consist of a combination of multiple choice and true/false questions which will come from the text and lecture materials. You are responsible for both. Please bring a SCANTRON Form F-882 for these exams. The final exam will be in essay format coming from the text, lecture materials and final presentations. Please bring a large Blue Book for this exam.

**Written Exercises.** Each student will be required to complete a set of exercises designed to engage you in the course as well as further develop your global mindset. You will be assigned these exercises throughout the course to be completed on an individual basis. Assignment details will be posted on Blackboard. All except the class bio will be turned in via hard copy. These include:
- Individual class bio
- CQ assessment and reflection
- Hofstede comparison interview
- Global business update
- Case reaction paper

**Class Participation.** The grade for class participation is based on a combination of class attendance, contribution during class and the quality of what you have to say. Attendance does not equal good class participation. Participation means contributing to the discussion during each meeting together. Come to class prepared to discuss assigned cases and readings. To enable you to do this properly, you must read any assignments prior to the class period. Be prepared for unannounced quizzes or exercises. I will value your contributions to class participation in the following manner:
- **Outstanding Discussant (A)** – Daily comments that reflect well thought-out analysis concerning the facts of the case and contribute to a better understanding of the class issues. Comments are insightful and arguments are persuasive. Class member added significantly to the quality of the discussion.
- **Above-Average Discussant (A-/B+)** – Generally consistent comments well thought-out and well-prepared. Comments are generally insightful and often persuasive. Class member added considerably to the quality of the discussion.
- **Average Discussant (B/B-)** - Comments adequately thought-out and satisfactorily prepared. Comments often insightful, but generally do not contribute to the direction of the discussion. Arguments are sometimes persuasive. Class-member added some quality to the discussion, but was inconsistent.
- **Non-Participating Discussant (C+ or lower)** – Little input to the class. Comments not well thought-out and reflect inadequate preparation. Comments provided little insight or contribution to the direction of the discussion.

**Group Project Presentation:** This is the fun part! Each student will be involved in one group country presentation during the semester where teams will choose a country to study in detail and will present your findings at the end of the semester. Members in the audience will be encouraged to ask questions in order to clarify points. The main objective of this presentation is to demonstrate an in-depth knowledge of your chosen country using theories and concepts learned from class. During the presentation, teams will introduce the audience to the issues related to venturing into a foreign country. Specifically, each team should analyze a country’s:
- (1) trade and investment patterns,
- (2) major trading partners,
- (3) major export goods,
(4) major industries and companies within these industries,
(5) the economic environment,
(6) the cultural environment,
(7) the political environment,
(8) economic and trade arrangements with other countries or regional blocks.
(9) your overall impression of the attractiveness of the country for trade or investment for U.S. companies,
(10) an analysis of which U.S. industries might benefit most from trade with and or investment in your group’s chosen country, and
(11) what specific adjustments U.S. companies might have to make in order to operate effectively in this environment.

In addition, so that we can be culturally sensitive and know what is expected of us when we are traveling, taking part in an overseas business meeting, going to a foreigner’s home, or going out to a restaurant. How do people dress (bring examples), what is the currency, language (teach us some phrases), types of music listened to (sample), what do they eat and drink (sample), what should we know about the people and their values, the interesting history, economy, and the country’s institutions and ideologies? You should provide insight into the country industries. Explain it’s most popular industries and how the country consumes products. This is just a start. The more creative you can be the better.

Lastly, as part of your analysis it is expected that you will interview at least one person that is native to the particular country or business person that does work in that country. On the day of your presentation, you will turn in a copy of your ppt, peer evaluations, interview notes. Creating your own video is allowed but video downloads of any type are not permitted.

**Grade of Incomplete.** A grade of Incomplete (I) indicates that a portion of required coursework has not been completed and evaluated in the prescribed time period due to unforeseen, but fully justified, reasons and that there is still a possibility of earning credit. It is your responsibility to bring pertinent information to the instructor and to reach agreement on the means by which the remaining course requirements will be satisfied. The conditions for removal of the Incomplete shall be reduced to writing by the instructor and given to you with a copy placed on file with the department chair until the Incomplete is removed or the time limit for removal has passed. A final grade is assigned when the work agreed upon has been completed and evaluated. An Incomplete shall not be assigned when the only way you could make up the work would be to attend a major portion of the class when it is next offered. Contract forms for Incomplete grades are available at the Office of the Registrar website.
## Tentative Course Schedule

Table 2. The course schedule, including topics and class activities listed by week, is presented in the following table.

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<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Activities</th>
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<tbody>
<tr>
<td>1: January 22</td>
<td>Course Introduction</td>
<td>Familiarize yourself with syllabus, Blackboard</td>
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<td>Complete course bio</td>
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<td>2: January 27, 29</td>
<td>Globalization and International Business</td>
<td>Read Daniels et al. Ch. 1</td>
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<td>Join project teams</td>
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<td>3: February 3, 5</td>
<td>The Cultural Environment of Business</td>
<td>Read Daniels et al. Ch. 2</td>
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<td>Read Cultural Intelligence Article (Blackboard)</td>
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<td>Complete CQ assessment</td>
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<td>4: February 10, 12</td>
<td>The Political and Legal Environment</td>
<td>Read Daniels et al. Chs. 3 and 11</td>
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<td>Globalization and Society</td>
<td>Complete Hofstede comparison interview</td>
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<td>5: February 17, 19</td>
<td>The Economic Environment</td>
<td>Read Daniels et al Ch. 4</td>
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<td>6: February 24, 26</td>
<td>Exam 1</td>
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<tr>
<td>7: March 3, 5</td>
<td>Determining Foreign Exchange Rates</td>
<td>Read Daniels et al. Chs. 8 and 5</td>
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<td>International Trade Theory</td>
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<tr>
<td>8: March 10, 12</td>
<td>Gov’t Influence on Trade and Cross National Agreements</td>
<td>Read Daniels et al. Chs. 6 and 7</td>
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<tr>
<td>9: March 17, 19</td>
<td>Country Evaluation</td>
<td>Read Daniels et al. Ch. 13</td>
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<tr>
<td>10: March 24, 26</td>
<td>Exam 2</td>
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<td>11: April 7, 9</td>
<td>International Strategy</td>
<td>Read Daniels et al. Chs. 12 and 14</td>
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<td>Complete Case Reaction</td>
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<td>12: April 14, 16</td>
<td>Direct Investment and Collaboration</td>
<td>Read Daniels et al. Ch. 15</td>
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<td>13: April 21, 23</td>
<td>Country Presentations</td>
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<td>14: April 28, 30</td>
<td>Country Presentations</td>
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<td>15: May 5, 7</td>
<td>Country Presentations</td>
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<tr>
<td>16: May 12 (1 – 3 pm)</td>
<td>Final Exam</td>
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*Changes to the course schedule, if any, will be announced in class.*