

# **MIS 44163 Fall 2013**

**CRN 16854**

Global Business Management

Kent State University

Time: Monday 9:15- 10:30 am

Classroom: College of Business 115

**PROFESSOR:** Robert Coleman

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Office Hours: By appointment

## **READING MATERIALS:**

Required: Multinational Management, A strategic Approach. 5<sup>th</sup> or 6<sup>th</sup> edition.

John B. Cullen and K. Praveen Parboteeah

ISBN-10: 1-285-09494-8

ISBN-13: 978-1-285-09494-6

2014, 2011 South Western, Cengage Learning

Optional/Recommended: Access to contemporary business news articles through the Wall Street Journal or Business Week so current events can be included in class discussions.

## **COURSE DESCRIPTION:**

This course will combine contemporary global management concepts with practical application to improve your abilities to effectively function in an international business environment. We will examine how strategic and implementation challenges are uniquely different for global businesses and improve your knowledge of the key success factors and ability to apply them to real world situations. This course will challenge you to integrate and synthesize previous learnings from multiple functional disciplines and effectively apply them in a global business context.

The primary topics covered will include:

- Foundations of Multinational Management
  - Global economy/dynamics/trends
  - Culture and management implications
  - National/Institutional Context
- Strategy Concepts and Execution
  - Strategic models/frameworks
  - Global entry modes
  - Entrepreneurship
- Organizational Design Implications
  - Structural options
  - Strategic alliances
  - E commerce

- Human Resource Management
  - Multinational challenges
  - Negotiations & communications
  - Leadership styles/models

This is designed as a writing intensive course requiring multiple writing assignments with feedback throughout the semester culminating in a written globalization business plan paper.

### **LEARNING OBJECTIVES:**

- (1) Gain an understanding of the global business environment and what is uniquely different from domestic enterprises.
- (2) Develop an appreciation of diverse global cultures/institutions and their impact on effective strategy and execution.
- (3) Expand knowledge of strategic models and improve strategic analysis and decision making skills through case analysis discussions and write ups.
- (4) Demonstrate ability to apply course learning to real life global business situations.
- (5) Strengthen ability to concisely communicate your thoughts while also constructively engaging colleagues in group discussions and debate.
- (6) Improve business writing skills through multiple case write ups and a comprehensive globalization project paper. Focus will be on both content and presentation.

### **CLASS FORMAT:**

The course will consist of lectures, chapter assignments, case study analysis and write ups, class discussions and a real world business globalization project.

Each week you will be assigned chapters to read and brief assignments to prepare. My lectures will review and extend what you have read with three primary objectives:

- (1) Reinforce main concepts
- (2) Discover and clarify any questions and misconceptions
- (3) Explore current, real-life examples of the topic whenever possible

Cases will be used to apply concepts/tools to actual business situations. Some cases will be for in class discussions only but there will be three formal case write ups representing 30% of the semester grade. For in class discussions my role will be as facilitator guiding the process and asking questions. Students are expected to actively participate by being fully prepared and taking ownership for active class discussion.

Discussion questions and required case analysis format and deliverables will be provided when actual cases are assigned.

## **WORK EXPECTATIONS/PARTICIPATION:**

Thoughtful preparation in advance for all chapter and case discussions is critical to maximize the benefit of the group interaction and learning process.

For each class session, you are expected to be prepared as follows:

- (1) Have read the assigned chapter ( and case when applicable)
- (2) Prepare any chapter assignments to turn in for participation credit
- (3) Actively participate in class discussions
  - Ask questions
  - Lead a discussion
  - Contribute to a discussion
  - Be prepared to be called upon

Active in-class engagement represents a significant portion of your grade. Participation credit will be evaluated based on:

- Knowledge of assigned readings
- Evidence of analysis related to cases
- Active listening and constructively challenging others
- Ability to discern facts from opinions
- Supporting conclusions with facts and analysis

You must be an active, effective, and consistent contributor to get a good participation grade by the end of the term. I will be keeping track of individual contributions with the aid of assigned seating and credit participation as follows:

**Absent: (-1) points.** Attendance is very important for effective group discussion. Everyone will be granted one unexcused absence but beyond that it will compromise the participation grade.

**Present/Prepared: 1 points.** Completing the assigned homework which will be frequently collected (in class only) is a source of participation credit. However, your submittal must show true effort and comprehension of the material to receive a point of credit.

**Session Contributor: 2 point.** When you contribute (voluntarily or prompted by the professor) useful ideas, questions and /or comments in class you will get additional credit for the session This will be based on quality and not quantity of inputs. Be prepared for and plan to contribute to every class.

**Session Leader: 3 points.** In exceptional circumstances you may receive additional points when you have made highly insightful contributions which have significantly enriched the discussion. Again, quality and not quantity of contribution is the key factor.

Your **final participation score** will be the sum of your points in all sessions. I will provide an indication of your score at mid-term but will not be updating it weekly.

Full term Participation points will correspond to the following grades:

25+	A
20-24	B
15-19	C
10-14	D
< 10	F

### **GRADING:**

<b>Examinations:</b>	30%
First Exam	10%
Second Exam	10%
Final Exam	10%
<b>Case Write-Ups (3):</b>	30%
<b>Globalization Project</b>	25%
<b>Participation:</b>	15%

### **GRADING SCALE:**

Grading will be on a +/- scale as follows:

93.34 - 100.00%	A
90.00 - 93.33%	A-
86.67 - 89.99%	B+
83.34 - 86.66%	B
80.00 - 83.33%	B-
76.67 - 79.99%	C+
73.34 - 76.66%	C
70.00 - 73.33%	C-
66.67 - 69.99%	D+
60.00 - 66.66%	D
00.00 - 59.99%	F

Final grades will be converted to GPA using the University guidelines.

4.0	A
3.7	A-
3.3	B+
3.0	B
2.7	B-
2.3	C+
2.0	C
1.7	C-
1.3	D+
1.0	D
0.0	F

### **CASE WRITE-UPS:**

Three integrative case write ups will be assigned. You will be required to answer specific case questions with as much clarity and insight as possible. I will specifically be looking for:

1. Your ability to use and apply the appropriate global management concepts and tools relating to the topic.
2. Demonstrating insightful analysis of the facts to draw well supported conclusions that flow logically with strong thesis statements and conclusions.
3. Succinctly written as a clear, easily understood, and persuasive executive summary.

Professional quality is essential. Consider yourself presenting this paper to senior management and expect to be evaluated on the presentation (structure, appearance, grammar) quality as well as the content/ critical thinking.

#### **Format:**

Include cover page with case title, your name, date

Use 1" margins and 12 pt font

Not to exceed five pages (including cover)

All papers must be printed out and handed in at the beginning of class on the due date. No emailing of papers.

### **Globalization Project:**

(This will either be done as an individual or team assignment depending on enrollment.)

You will select a real life business (product or service) and create a business plan to globalize into a selected country/region using the key concepts and tools learned throughout the course. You will be provided an outline of the key business plan elements to include but you will have significant flexibility to be creative in your approach. It will require you to conduct research on the selected company, targeted country, competitive environment and local market dynamics to effectively assess the opportunity and make specific recommendations on how to enter the new market and successfully create a competitive advantage.

Your business/country will be defined and approved by the end of September, your business plan outline will be submitted for feedback by late November, and the final globalization plan paper will be due at the end of the semester.

Similar to the case write ups, you will be evaluated on both content and presentation quality. You will be demonstrating your ability to properly analyze both the company and target market and use the learnings from the class to create a persuasive proposal for a successful international expansion.

#### **Format:**

Include cover page with title, your name, date

1" margins and 12pt font

Not to exceed 3000 words

## **COURSE POLICIES**

### **LATE ASSIGNMENTS:**

Assignments may be turned in prior to the due date for full credit. Late work without advance arrangements due to special circumstances will receive no credit. Assignments are due at beginning of class on the date noted.

### **MISSED CLASSES:**

Missed classes will directly impact your participation grade. In case of unavoidable absence, contact your team members for any notes and assignments.

### **MISSED TESTS:**

It is your responsibility to be in class at the assigned date and time for each exam (unless arrangements were made in advance for an alternative time—see Test Make-up Policy below). In order to adhere to standards of professionalism and academic rigor, as well as out of fairness to students that meet course requirements, there will be no make-up tests for missed exams. The only exception to this policy might be under the rare circumstance of a last-minute emergency (i.e., accident, sudden illness, etc.)-see “unplanned absences” below.

### **TEST MAKE-UP:**

Since tests are scheduled during regular class periods or during the exam week, there should be no time conflicts with other classes. Hence, make-up tests will be arranged only under extenuating circumstances that justify your absence. There are two types of justified exam absences:

**Planned** absences: If you do have an unavoidable time conflict (e.g., job interview trip, intercollegiate sports team travel), speak to me well in advance of the scheduled test date to make arrangements for an alternate time. There will be no make-up tests provided due to planned absences unless arrangements are made with me at least a week in advance of the test date. Also, no make-up test will be permitted more than one week after the regularly scheduled test date.

**Unplanned** absences: If an unplanned circumstance (i.e., illness or medical emergency) were to occur that makes you unable to attend an exam, you (or someone on your behalf) must get in touch with me as soon as possible, via phone or e-mail (indicating a phone number where you or the contact person can be reached). You will also need to provide a doctor’s note or other proper verification of the confining emergency. Make-up tests will be provided only if and when your inability to physically attend the scheduled exam has been established.

## **UNIVERSITY POLICIES**

**Academic Honesty:** Cheating means to misrepresent the source, nature, or other conditions of your academic work (e.g., tests, papers, projects, assignments) so as to get undeserved credit. In addition, it is considered to cheating when one cooperates with someone else in any such misrepresentation. The use of the intellectual property of others without giving them appropriate credit is a serious academic offense. It is the University's policy that cheating or plagiarism result in receiving a failing grade for the work or course. Repeat offenses result in dismissal from the University.

**Withdrawal Deadline:** For Fall 2013, the course withdrawal deadline is Nov 3 ,2013.

**Disabled Students:** University policy 3342-3-01.3 requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services (contact 330-672-3391 or visit <http://www.registrars.kent.edu/disability/> for more information on registration procedures).

**Enrollment/Official Registration:** Students have responsibility to ensure they are properly enrolled in classes. You are advised to review your official class schedule (using Student Tools on FlashLine) during the first two weeks of the semester to ensure you are properly enrolled in this class and section. Should you find an error in your class schedule, you have until Sept 8, 2013 to correct the error. If registration errors are not corrected by this date and you continue to attend and participate in classes for which you are not officially enrolled, you are advised now that you **will not** receive a grade at the conclusion of the semester for any class in which you are not properly registered.

**Graduation:** If you are eligible to graduate, it is your responsibility to apply for graduation before the set deadline (**May Graduation:** Apply before September 15<sup>th</sup> **August Graduation:** Apply before December 15<sup>th</sup> **December Graduation:** Apply before March 15<sup>th</sup>) If you apply after the deadline you will be assessed a \$200 late fee. Please see your academic advisor as soon as possible if you are uncertain as to your progress toward graduation. To apply for graduation complete the following steps: Log onto your Flashline account 1. Click on the Student Tools tab, 2. Look in the Graduation Planning Tool Box, 3. Click on Application for Graduation. If an error message appears, you must contact your advisor.

Note: Material in syllabus should be considered nominal and subject to change due to various constraints such as weather, illness, or other unexpected issues.

## **COURSE SCHEDULE**

<u>WEEK</u>	<u>DATE</u>	<u>TOPIC</u>	<u>ASSIGNMENT</u>
1	8/26	Course Overview	Read Syllabus
	8/28	Multinational Management (MNM)	Read Chapter 1 Prepare Study Questions
2	9/2	LABOR DAY - NO CLASS	
	9/4	Culture Impacts on MNM	Read Chapter 2 Prepare Study Questions
3	9/9	Institutional Context	Read Chapter 3 Google in China Case
	9/11	Ethical/Social Responsibility	Read Chapter 4 Prepare Study Questions
4	9/16	Case #1 Class Discussion (Org and National Culture in Polish/ U.S Joint Venture)	Case #1 Write Up due
	9/18	Prep for Exam 1 (Chapters 1-4)	Prepare Sample Test
5	9/23	Exam #1	
	9/25	Strategic Management	Read Chapter 5 Globalization Project Selection due
6	9/30	Harley Davidson case discussion	Harley Davidson Case
	10/2	MNM Entry Mode	Read Chapter 6 Prepare Study Questions
7	10/7	Small Business/Entrepreneurship	Read Chapter 7 Prepare Study Questions
	10/9	Globalization Project Review	Outside Reading (TBD)
8	10/14	Case #2 Class Discussion (Tata Motors)	Case #2 Write Up due
	10/16	Organizational Design	Read Chapter 8 Prepare Study Questions



9	10/22	Strategic Alliances	Read Chapter 9 Prepare Study Questions
	10/23	E Commerce Yumcha Case Discussion	Read Chapter 10 Yumcha Case
10	10/28	Prep for Exam # 2 ( Chpt 5-10)	Prepare Sample Test Globalization Project Outline Due
	10/30	Exam # 2	
11	11/4	Human Resource Mgt	Read Chapter 11 Prepare Study Questions
	11/6	HRM local context	Read Chapter 12 Prepare Study Questions
12	11/11	Case #3 Class Discussion (Whirlpool Tatramat)	Case #3 Write up due
	11/13	Negotiations & Communications	Read Chapter 13 Negotiating Contract in China Case
13	11/18	Motivation	Read Chapter 14 Prepare Study Questions
	11/20	Leadership	Read Chapter 15 Prepare Study Questions
14	11/25	Globalization Project Assistance	Project Questions/Concerns
	11/27	THANKSGIVING BREAK – NO CLASS	
15	12/2	Review learning Objectives (Course Feedback)	Globalization Project Paper Due
	12/4	Prep for Final Exam	Prepare Sample Test
16	12/9-13	Finals date TBD	

