



BUS/DVST 261

Global Business Practices

Semester: Fall, 2014

Days: Wednesdays & Fridays, 11:15 a.m. – 12:30 p.m.

Room: L2084

Number of credits: 3

Prerequisite:

Completion of 30 credits or permission of department

Instructor: Dr. Aries Sutantoputra

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Phone: 403-410-2000 (ext. 6907)

Office: L2052

Office

hours: • Wednesday and Fridays 1:00 – 2:00 p.m.
• By appointment

Important Dates:

First day of classes: September 3, 2014

Registration revision period: September 14, 2014

Last day to request revised examination: October 27, 2014

Last day to withdraw from course: November 12, 2014

Last day to apply for time extension for coursework: November 24, 2014

Last day of classes: December 9, 2014

Final Exam: Thursday, 11th Dec 2014

Time: 9:00 AM – 12:00 PM

Room: A2210

Course Description

This course provides a survey of business practices in various regions around the world, comparing and contrasting social and cultural differences that impact business interactions and cross-cultural communication.

It focuses on the challenges and opportunities associated with organizational management and business strategy in the global environment. Students will gain a general overview of the process and effect of internationalization in contemporary business, along with an introduction to theories, concepts and skills relevant to managing effectively in today's global environment. Students will be challenged to integrate knowledge they have gained from other business core courses and apply their accumulated knowledge to business case studies. Students will engage in active research and analytical problem solving related to managing in the international environment and will frequently be called upon to brief their findings to the class.

The knowledge gained from this course is useful not just for foreign assignments but also for working effectively in diverse organization settings whether in government, private, public, non-profit, particularly in Canada where multiculturalism flourishes. In addition, it is highly relevant for those with non-business background to know and understand the contexts of the global business environment and specific management challenges associated with it.

Course Objectives

It is expected that the students will have a greater understanding of management practices across cultures and countries and be able to:

1. Understand and assess the drivers and consequences of globalization, its impact on specific regions, and the emerging concerns about its influences on countries around the world.
 2. Compare and contrast different political, legal, and economic systems and technological forces and their impact on management practices.
 3. Understand and appreciate the need for ethics and social responsibility in international management.
 4. Understand the concept of national culture; explain the differences of national cultures using the typologies of Hofstede, Trompenaars and GLOBE Project and their implications to management practices.
 5. Explain and understand the challenges of managing, negotiating and communicating across cultures.
 6. Understand the relationship between national culture and organizational culture.
 7. Integrate and apply the appropriate business strategy that considers global integration versus local adaption.
 8. Compare and contrast the modes of entry and the basic choices for organizing firms involved in international business and describe the conditions under which specific entry modes and organizational structure are most effective
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9. Describe methods used to analyze and assess political risk and how MNCs apply those methods as they attempt to manage the level of political risk in developed and developing countries.
 10. Explain and apply the mechanisms for ensuring effective control and decision-making in international organizations.
 11. Develop skills in case study analysis, writing reports and public speaking skills.

Course Organization

The course will include 15 weeks of study, which will conclude with a final exam. A new topic will be covered each week, and case study, readings and other materials in relation to the topic of the week will be discussed in class.

There will be two applied projects in international management. The first (*Individual: Globalization Impact*) will focus on the global environment and context of international management, and the second (*Group: Foreign Entry Strategy*) will center on a specific company's international management strategy. In addition to this, there will be a weekly case study presentation, which will be assigned by the instructor. For detailed information of the assignments, please refer to Assessment of Learning section below and further instructions given in the class.

Instructional Method

The class will be conducted as an interactive exchange. Students will take an active role in leading discussion of cases, presenting cases, and providing critical commentary. Each class will involve discussion and dialogue as major elements in the learning strategy, although lecture will be utilized to provide grounding for subject content. Individual participants will be responsible for completing reading assignments and participating in discussion of those readings.

REQUIRED TEXT

Luthans, F. & Doh, J.P. (2012). *International Management: Culture, Strategy, and Behavior* (8th Ed.). New York: McGraw-Hill Irwin.

Available for purchase in the Ambrose College Bookstore.

All students are expected to keep abreast of contemporary developments in global business by reading the major daily newspapers such as the Globe and Mail, National Post, CBC news portal, New York Times, Wall Street Journal, Washington Post, or other major daily, as well as selectively reading various popular press periodical such as The Economist, Forbes, TIME, Fortune, Business Week, Foreign Affairs, Foreign Policy.

Additional readings for class discussion will be provided or informed by the instructor.

Assessment of Learning Grading Items

Grade breakdown	Percentage (%)	% Grade	Letter Grade	Description
Course contribution and participation	10	95% to 100%	A+	Excellent
		90% to 94%	A	
		85% to 89%	A-	
Individual Project: Globalization Impact (including SNEF)	15	80% to 84%	B+	Good
		76% to 79%	B	
		72% to 75%	B-	
Case Study – Group Report + Presentation	12.5	68% to 71%	C+	Satisfactory
		64% to 67%	C	
		60% to 63%	C-	
Group Project: Foreign Entry Strategy + Presentation	22.5	55% to 59%	D+	Minimal Pass
		50% to 54%	D	
Midterm exam	17.5	0% to 49%	F	Failure
Final exam	22.5			
TOTAL	100			

Note: All assignments have to be submitted in Moodle by the deadlines indicated in the course schedules. Late assignments will lose 10% of maximum mark (i.e. 10 out of 100 points) per day late, including weekend. After 5 days late or assignments have been reviewed and discussed in the class (whichever takes place first), assignments will not be accepted.

Course contribution and participation

Each student will be responsible to read and understand the assigned readings for the week, and to participate in the classroom discussions with constructive contributions. Classroom learning will be built up by lectures, discussions, and mutual sharing of ideas and opinions in a professional attitude. Additional readings, if necessary, will be provided or informed by the instructor one week ahead, posted on Moodle. Everyone should read, reflect, and get prepared for discussion before coming to class.

Students are expected to attend all class meetings. If external circumstances or illness prevent you from attending or adequately preparing for a class, please let the instructor know so that this can be taken into account, as repeated absences from class will negatively impact a student's individual participation grade.

Individual Project: Globalization Impact

Each student will prepare a short analysis of the impact of globalization on a country other than Canada. The selected country can only be used once. It is advisable for students to choose a country that they have a particular interest.

In relation to this assignment, students are expected to attend SNEF (i.e. all plenary sessions plus relevant workshops and break-out sessions). These will give some opportunities for students to familiarize themselves on issues that are relevant with this project. You are expected to integrate the knowledge and insights gained from SNEF in the assignment.

You should include specific attention to some of the main forces associated with globalization (technology, trade and integration, offshoring and outsourcing, migration, transportation, environmental pollution) and the impact of these forces on different stakeholders (such as domestic companies, workers, farmers, indigenous cultures, and different demographic groups) within that country. You should draw implications of the issues and their impact on international management practice.

Papers are expected to be 4 to 5 pages in length, 12 point Times New Roman font, 1½ line spacing, 1-inch margins, plus a reference list. American Psychological Association (APA) is the mandatory referencing style for this course.

This analysis should include references both from the Luthans & Doh text and 5-6 outside sources (Please consult with the instructor if you are using more external sources). You need to acknowledge the sources in your writing and reference list. Please consult with the instructor if you need further clarifications.

Soul of the Next Economy Forum (SNEF) assignment
October 3rd -4th, 2014 (Friday-Saturday)
<http://www.nexteconomyforum.com/>

Group Case Study Reports and Presentation

Case studies are used to analyze the relationship of theory to practice. Each student will be assigned to a team of 2 or 3 students depending on the class size. The final products of these assignments will be in the form of case study reports and a presentation. For the case study presentation, each group will have to present their case analysis, main findings of one of the cases in our text, as assigned, in the class and the time allocated is 15-20 minutes, including questions and answers session. Your group will lead the session during the case study presentation and this includes generating responses from the class to participate in discussions. In analyzing the case and providing solutions, you need to include relevant materials from the textbook and other academic resources to support your arguments.

Further instructions on these assignments will be discussed in the class. Final grades for group assignments will also be influenced by peer(s) evaluation component.

Group Project: Foreign Entry Strategy

Your group will prepare a report, including recommendations, for an actual company's overall entry strategy into a foreign market. Your strategy should include attention to the social, political, cultural, and economic environment of the country you propose entering (i.e. analysis of country), the entry and organizational strategies the company should advance, including potential alliances with local firms, and a discussion of the ethical, negotiation, leadership, and management challenges associated with your recommendation. This analysis should integrate the readings and cases for the course in the context of the actions of a specific firm. This analysis are expected to be 10 to 12 pages in length, 1½ line spacing, and 1-inch margins, plus a reference list. The APA referencing style is mandatory.

You will summarize your findings in a short 15-20 minute presentation during the final week of class.

The paper should include the following:

1. Cover page
2. Introduction: The introduction should include the reason or purpose of the paper.
3. Background: The background is used to introduce the foreign country/market and home country/market. This includes the detailed descriptions of the chosen organization.
4. Current thinking/issues: Current thinking/issues include the information obtained through your review of the literature on the topic that you will use in analyzing the problem (i.e. barriers of entry to foreign markets, differences in culture, legal, political environments, specific challenges of management practices, potential opportunities associated in entering the foreign market, etc.).
5. Analysis: The analysis section should address how the information can/will be put into practice, and your arguments for and against the subject matter.
6. Conclusion: The conclusion should summarize the paper and include your final thoughts about the topic.
7. References: There should be at least eight references from scholarly articles, and ten more from books, textbooks, websites, and other publications, in addition to any materials used in the course.
8. Supplemental materials: Any supplemental materials are to be included at the end. If you are using material from your organization, permission to include it must be obtained and the relevant confidentiality issues must be observed.

Mid-Term and Final Exams

Exams will be used to assess students' knowledge, understanding and application of the models, concepts, theories and principles on materials covered in the course (i.e. lecture, textbook, cases, exercises, class discussions and other additional materials assigned and/or given in the class). The final exam will not be returned to the students.

Exam formats will be based either on an essay, or one or more short case studies, or multiple choice questions, or a number of short-answer questions, or a number of long-answer questions, or some combination of these alternatives. Your instructor will inform which of these exam formats will be used few weeks prior to the mid-term and final exams.

GENERAL CLASS PROCEDURES

1. Students are expected to accord the same professional respect to their classmates' contributions as they do to the instructor. Courtesy, kindness, and respect are great human qualities to be cultivated.

2. Attendance policy

Students are expected to attend all classes, both because of the pace and amount of material in the course, and also because of the classroom interaction and activities which are vital to the structure of the course. In the case of absence, you are responsible for the material covered and to turn in any required assignments on time.

Problems in coming to class should be discussed with the instructor, when possible, before the class is missed. Missed classes without prior communication with the instructor will result in loss of participation points.

*Makeup quizzes/exams will only be given for valid reasons (illness, emergency, etc.) and with proper documentation. **Unexcused absences may result in a loss of grades.***

3. Lateness

Arriving late for class will lower your participation score. If the students happen to come late quite frequent, the instructor has the right to refuse the students joining the class session, which in turn will lower the students' participation marks.

4. Time Deadlines.

Exams, assignments, and homework all have pre-scheduled due dates. On occasion, it may be necessary to alter these dates because of our progress during the semester. You will always be given advance notice of such changes.

5. Students are expected to complete the assignment within the given timeframes. In the event a student cannot maintain the schedule due to some unforeseen and unavoidable emergency, an accommodation may be made at the discretion of the instructor. In the case of legitimate or approved absence, the assigned date may be rescheduled to a later date, or if this is not practically possible, the marks may be reallocated to other components of the course grade. However, your grade may be adversely affected.
6. I will actively use Moodle for posting class-related materials (announcements, course documents, ppt. slides, or other information), and communication. Please make sure you regularly check our class' Moodle page.

7. In-class Use of Electronic Devices

The use of personal electronic devices by students in-class is purely at the discretion of the instructor. The use of music players, earphones, cell phones, PDAs, or any other personal entertainment devices will not be allowed in-class at any time. Typically, laptop or notebook computers may be utilized only for taking notes or reviewing course materials if necessary. However, if laptop use becomes a distraction for other students in the class, or is used for activities that are not class-related (i.e. Internet browsing, playing games, watching videos, emailing, chatting, etc.), the instructor will ask the student to stop using the laptop and put it away, and make a deduction to the student's course participation grade – 20% deduction for first instances; additional 40% deduction and loss of laptop use for the remainder of the semester for any repeat instances.

Audio or video recording of class lectures is strictly prohibited without the prior expressed consent of the instructor.

If you are expecting communication due to an emergency, please speak with the professor before the class begins.

8. All work in this course is expected to be that of the individual student. The work of others is to be appropriately cited (see below on the issue of academic integrity). Any term paper or examination that misrepresents the work of others as that of the student will receive failing grade.

Policies:

All students have received an Ambrose e-mail account upon registration. It is the student's responsibility to check this account regularly as the Ambrose email system will be the professor's instrument for notifying students of important matters (Cancelled class sessions, extensions, requested appointments, etc.) between class sessions. If students do not wish to use their Ambrose accounts, it is highly recommended that they forward all messages from the Ambrose account to the other account.

During the **Registration Revision Period** students may to enter a course without permission, change the designation of any class from credit to audit and /or voluntary withdraw from a course without financial or academic penalty. These courses will not appear on the student's transcript. Courses should be added or dropped on the student portal by the deadline date, please consult the List of Important Dates. After that date, the original status remains and the student is responsible for related fees.

Students intending to withdraw from a course after the Registration Revision Period must apply to the Office of the Registrar by submitting a Request to Withdraw from a Course by the **Withdrawal Deadline**, please consult the List of Important Dates. Withdrawal from courses after the Registration Revision period will not be eligible for tuition refund. A grade of "W" will appear on the student's transcript.

Students wishing to withdraw from a course, but who fail to do so by the applicable date, will receive the grade earned in accordance with the course syllabus. A student obliged to withdraw from a course after the Withdrawal Deadline because of health or other reasons may apply to the Registrar for special consideration.

Students, who find a conflict in their exam schedule must submit a **Revised Examination** Request form to the Registrar's Office by the deadline date, please consult the List of Important Dates. Requests will be considered for the following reasons only: 1) the scheduled final examination slot conflicts with another exam; 2) three final exams within three consecutive exam time blocks; 3) the scheduled final exam slot conflicts with an exam at another institution; 4) extenuating circumstances. Travel is not considered a valid excuse for re-scheduling or missing a final exam.

Electronic Etiquette

Students are expected to treat their instructor, guest speakers, and fellow students with respect. It is disruptive to the learning goals of a course or seminar and disrespectful to fellow students and the instructor to engage in electronically-enabled activities unrelated to the class during a class session. Please turn off all cell phones and other electronic devices during class. Laptops should be used for class-related purposes only. Please do not use iPods, MP3 players, or headphones. Do not text, read, or send personal emails, go on Facebook or other social networks, search the internet, or play computer games during class. The professor has the right to disallow the student to use a laptop in future lectures and/or to ask a student to withdraw from the session if s/he does not comply with this policy. Repeat offenders will be directed to the Dean. If you are expecting communication due to an emergency, please speak with the professor before the class begins.

Academic Policies

It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Academic Calendar. Personal information, that is information about an individual that may be used to identify that individual, may be collected as a requirement as part of taking this class. Any information collected will only be used and disclosed for the purpose for which the collection was intended. For further information contact the Privacy Compliance Officer at privacy@ambrose.edu.

Extensions

Although extensions to coursework in the semester are at the discretion of the instructor, students may not turn in coursework for evaluation after the last day of the scheduled final examination period unless they have received permission for a "**Course Extension**" from the Registrar's Office. Requests for course extensions or alternative examination time must be submitted to the Registrar's Office by the deadline date, please consult the List of Important Dates. Course extensions are only granted for serious issues that arise "due to circumstances beyond the student's control".

Appeal of Grade

An appeal for change of grade on any course work must be made to the course instructor within one week of receiving notification of the grade. An appeal for change of final grade must be submitted to the Office of the Registrar in writing within 30 days of receiving notification of the final grade, providing the basis for appeal. A review fee of \$50.00 must accompany the appeal to review final grades. If the appeal is sustained, the fee will be refunded.

Academic Integrity

We are committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating. Academic dishonesty is taken seriously at Ambrose University College as it undermines our academic standards and affects the integrity of each member of our learning community. Any attempt to obtain credit for academic work through fraudulent, deceptive, or dishonest means is academic dishonesty. Plagiarism involves presenting someone else's ideas, words, or work as one's own. Plagiarism is fraud and theft, but plagiarism can also occur by accident when a student fails or forgets to give credit to another person's ideas or words. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from the university college. Students are expected to be familiar with the policies in the current Academic Calendar that deal with plagiarism, cheating, and the penalties and procedures for dealing with these matters. All cases of academic dishonesty are reported to the Academic Dean and become part of the student's permanent record.

Students are strongly advised to retain this syllabus for their records.

BUS 361 Global Business Practices
Wednesdays & Fridays, 11:15 a.m. – 12:30 p.m.

Course Schedule

Please note that this schedule is provisional, and may vary from time to time depending on the progress achieved and/or on the needs of the students. Additional readings and exercises may be required from time to time.

Week	Dates	Unit	Topics	Readings and Tasks
1	Mon, 1 Sept 2014		No class	
	Wed, 3 Sept 2014		Course Introduction	Course Syllabus
	Fri, 5 Sept 2014	Part I: Environmental Foundation	<i>1. Globalization and International Linkages</i>	LD, Chpt. 1
2	Wed, 10 Sept 2014	Part I: Environmental Foundation		Chpt. 1 (Contd.) Video: Outsourcing to India
	Fri, 12 Sept 2014		<i>2. The Political, Legal, and Technological Environment</i>	LD, Chpt. 2 Globalization Impact project review
3	Wed, 17 Sept 2014	Part I: Environmental Foundation		Chpt. 2 (Contd.) Video: Google China
	Fri, 19 Sept 2014		<i>3. Ethics and Social Responsibility</i>	LD, Chpt. 3 Case Study Report and Presentation review
4	Wed, 24 Sept 2014		No Class – Spiritual Emphasis Day	
	Fri, 26 Sept 2014			Chpt. 3 (Contd.) Case (Discussion): Colgate's Distasteful Toothpaste

Week	Dates	Unit	Topics	Readings and Tasks
5	Wed, 1 Oct 2014	Part II: The Role of Culture	<i>4. The Meanings and Dimensions of Culture</i>	LD, Chpt. 4 Exercise (In-class exercise): The Culture Quiz
	Fri, 3 Oct 2014			Chpt. 4 (Contd.)
6	Wed, 8 Oct 2014	Part II: The Role of Culture	<i>5. Managing Across Culture</i>	LD, Chpt. 5 Video: Camacari: Ford's Most Advanced Assembly Plant
	Fri, 10 Oct 2014			Globalization Impact project due in Moodle by Thursday, 9th Oct 2014 11:59 p.m. Chpt. 5 (Contd.)
7	Wed, 15 Oct 2014	Part II: The Role of Culture	<i>6. Organizational Culture and Diversity</i>	LD, Chpt. 6 Case (Student Group Presentation I): Student Advocacy and "Sweatshop" Labor: The Case of Russell Athletic
	Fri, 17 Oct 2014			Chpt. 6 (Contd.) Case (Student Group Presentation II): Pharmaceutical Companies, Intellectual Property, and the Global AIDS Epidemic
8	Wed, 22 Oct 2014		<i>7. Cross-Culture Communication and Negotiation</i>	LD, Chpt. 7
	Fri, 24 Oct 2014	Mid-Term Exam		

Week	Dates	Unit	Topics	Readings and Tasks
9	Wed, 29 Oct 2014			Chpt. 7 (Contd.) Group Project: Foreign Entry Strategy Review
	Fri, 31 Oct 2014	Part III: International Strategic Management	<i>8. Strategy Formulation and Implementation</i>	Case (Student Group Presentation III): Beyond Tokyo: Disney's expansion in Asia LD, Chpt. 8
10	Wed, 5 Nov 2014			Chpt. 8 (Contd.) Video: Danone Expands its Pantry to Woo the World's Poor
	Fri, 7 Nov 2014	Part III: International Strategic Management	<i>9. Entry Strategies and Organizational Structures</i>	Case (Student Group Presentation IV): Wal-Mart's Global Strategies LD, Chpt. 9
11	Wed, 12 Nov 2014			Chpt. 9 (Contd.) Video: Starbucks Steams Into China
	Fri, 14 Nov 2014	Part III: International Strategic Management	<i>10. Managing Political Risk, Government Relations, and Alliances</i>	LD, Chpt. 10 Case (Student Group Presentation V): Microsoft Opens the Gates: Patent, Piracy, and Political Challenges in China
12	Wed, 19 Nov 2014			LD, Chpt. 10 (Contd.)
	Fri, 21 Nov 2014		<i>11. Management Decision and Control</i>	LD, Chapter 11 Case (Student Group Presentation VI): The Ascendance of AirAsia:

Week	Dates	Unit	Topics	Readings and Tasks
				Building a Successful Budget Airline in Asia
13	Wed, 26 Nov 2014			LD, Chpt. 11 (Contd.) Video: Fulfillment by Amazon.com
	Fri, 28 Nov 2014			Case (Student Group Presentation VII): Tata "Nano": The People's Car Group Project Presentations
14	Wed, 3 Dec 2014		Foreign Entry Strategy project due in Moodle by Monday, 1st Dec 2014 11:59 p.m. Group Project Presentations	
	Fri, 5 Dec 2014		Group Project Presentations	
15	Thursday, 11th Dec 2014		FINAL EXAM 9 a.m. – 12 p.m. Room: A2210	