Seattle University

Albers School of Business and Economics
Department of Management

Senior Seminar
International Business
INBU - 4860

Winter, 2016

SEATTLE UNIVERSITY IS DEDICATED TO EDUCATING THE WHOLE PERSON, TO PROFESSIONAL FORMATION, AND TO EMPOWERING LEADERS FOR A JUST AND HUMANE WORLD THROUGH COMPASSION, COMPETENCE, AND CHARACTER.
Seminar
International Business (INBU 4860)

Faculty: Dr. Rubina’ Mahsud  
Office: Piggott 429  
Class Timings: TTH 1:30 PM – 3:35 PM  
Office Hours: Tuesdays 4-6pm

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Location: Piggott 101  
By Appointment: Send me an email

Bulletin

Multinational corporations account for about half the productive wealth in the developed world. Their importance in the U.S. economy is no less significant. Almost three quarters of the sales revenue of all U.S. corporations are accounted for by U.S. multinationals and about a third of the sales revenue of multinationals comes from their production abroad. These multinationals accounts for 75% of all U.S. export and around 50% of all U.S. import. Clearly, we are dealing with institutions that have enormous significance to the world and to the U.S. economy (D’ Aveni, 2009).

Operating in an international environment gives companies and their managers’ access to new markets/customers, additional and new natural resources, low-cost production as well as opens new sources of ideas and knowledge stimulating further innovation. Importantly, it provides a vast new source of the scarcest resource: **Management Talent**. However, these opportunities comes with challenges of dealing with issues not limited only to time and distance but languages, cultures, legal regulations, work environments, regional treaties, currency fluctuations, logistics, ethical standings to name a few. None the less opportunities outpace limitations only if managers keep an open, honest, skilled, and compassionate mindset. In some cases managers choose to confront these opportunities and challenges by making an informed decision of international expansion. In other cases, firms face these challenges where their industries become increasingly global in scope and thus the world reaches their door steps.

Purpose

This course is designed to provide participants with some conceptual and more practical underpinnings of what international management entails to their lives, careers, and companies. It will also make understand strategic and organizational challenges to small, medium, and large businesses when faced with decisions of going global. Major questions that we will address include: what is management? What is international management? What are some important contextual issues that managers need to know before embarking on global business endeavor? Why firms go global? What opportunities a firm seeks internationally and what challenges it wants to avoid and how? How to decide what products and services needs to be offered? What to buy and what to make? When to compete and when to cooperate? How to prepare workforce for international deployments? What type of organizational structure suites global firms? What type of coordination and control mechanisms works or otherwise? How Corporate Social Responsibility (CSR) and Ethical Business Practices in the global stakeholder context? How can business be used for poverty eradication, and serving world’s poor profitably? How languages, cultures, and sub-cultures play their role in international management. Questions like these and more will be pondered during class discussions informed by your reading materials, your research and presentations on these subjects, interacting with guest speakers, and brainstorming as a class. The outcome of the course shall equip each one of you with knowledge, skill, and
sensitivities to help you manage successfully in the competitive as well as cooperative international business environment. This course is intended for those interested in pursuing careers in management consulting, strategic planning, and general management at the local or global level.

Course Expectations
This course is about general management issues that arise when firms work across national boundaries. Its focus is on the managers who need to be sufficiently informed about the external environment including global economics, global financial system, technological factors, social & cultural issues, legal and political factors, and demographics etc. At the industry and firm level issues related to decision making, human resource management, production, logistics, marketing and advertising to name a few. You will be working in teams to gather, assimilate, reflect, analyze, and present the data and information collected in the process to inform yourself and the entire class.

Seminar Readings

1. Harvard Business Review articles available on SU Online. Some articles that are not available for printing on SU can be purchased through Online Harvard Business Course Pack I have generated. Here is the link: [https://cb.hbsp.harvard.edu/cbnp/access/43475694](https://cb.hbsp.harvard.edu/cbnp/access/43475694)

2. Four Harvard Business Cases assigned for in class discussion (listed in the syllabus) are available on discounted rates using the above link. Each one of you must purchase. It is mandatory.

3. “Business Source Complete” database for variety of articles on variety of topics are available through SU Online.

4. Explore CIA Fact book, World Bank, UN, and IMF websites for information on various topics.


Seminar Activities and Deliverables

Team Presentations: Three-four students will form a team. There are 12 topics and will have approximately that many teams. Each team selects a topic from the list provided in the syllabus with dates given. Team presentations will start during the third week of the quarter. There will be two presentations each class. Each team will present 50 minutes including Q&A (30 minutes presentation and 20 minutes for questions). During the Q&A session, class member are expected to engage with the presenting team using their own research and analysis of the topic generating exciting debate and discussion.

Prior to the team presentation, at least THREE WEEKS in advance, the presenting teams MUST meet with the professor to discuss the framework of the topic under research, sources and citations for the topic, its scope, and presentation structure and general guidelines. Stories, scenarios, data, statistics, and visuals are critical for presentation relating it to real life international management issues with possible examples.
With the exception of the presenting teams, each class member will research the topics under presentation and will write a 2-3 page (double spaced) analysis on the topic. The two page analysis must have at least 3-4 different references on the given subject showing the breadth of reading. References must show a variety meaning be selected from peer reviewed articles, business/trade publications, text books, and open online sources. At the end of presentation, every student must hand in the analysis of the topic to the professor for grading. The presenting team will provide the power points with a list of references to the professor for grading. The quality of presentation will be judged through content, research rigor, animation, and engagement. Each session will comprise of a combination of either two presentations or a presentation and a case discussion or a presentation and a guest speaker.

**Guest Speakers:** I have lined up great speakers for you. I expect each one of you to be present for each session for the following reasons: Firstly, it will reflect poorly on SU if a guest speaker comes to the class instead of seeing you they see empty seats. Secondly, it will affect Albers chances to get guest speakers in the future.

**Individual Research Paper:** The final project comprise of a five page (double spaced, 12 font reflection paper) on the future scope and potential of international business management. Select a topic of your interest from the list of topics or can be tailored to your specific need and desire to peruse and research. Details will be discussed in class. I expect each of one of you to meet with me for the topic selection.

**Individual Presentation:** During the last session, each one of you will present for 5 minutes your thoughts, analysis, findings, and recommendations basically summarizing your individual research paper to share with you classmates. Remember, context has to be international management. Your research paper guides your presentation. Assessment will include content as well as style and strength of presentation.

**Final Exam – There are no first, second or final exams 😊**

**Structure and Management**

**Consultation:** I am available for consultation if you need advice, have questions, or simply want to discuss your ideas. Come in to my office, telephone, or use E-mail.

**Grades:** You are not pitted against one another in competition for a fixed number of "A" grades. In theory, *everyone* can get an “A.” Your course grade is a function of the quality level of your performance weighted by the quantity points assigned to a particular activity.

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<th>Quality Level</th>
<th>95 to 100% = A</th>
<th>77 to 79% = C +</th>
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<tr>
<td>94 &quot; 92% = A -</td>
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<td>87 &quot; 89% = B +</td>
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<tr>
<th>Quantity Points</th>
<th>Team Presentation</th>
<th>3000 points</th>
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<tr>
<td></td>
<td>Class Participation</td>
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<td>Final research paper</td>
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<td>Individual Presentation</td>
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<td>Session papers</td>
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Grade Determinant: Your overall grade is determined by the following equation:

\[ \text{GRADE} = \frac{\sum (\text{Quality Level} \times \text{Quantity Points})}{\sum \text{Quantity Points}} \]

Passing Grade: You need to pass each assignment in its individual standing. For example, if you desire to achieve “A” in the course you need to score “A” on each of the above activity that is participation, quizzes, individual research project, group presentation, and individual paper presentation.

Code of Conduct: Nature abhors a vacuum. I abhor plagiarism. Any incident of such kind on an assignment will result in a failing grade.

Attendance: Activities, including job interviews, meetings, travel ought to be scheduled so as not to conflict with session meetings. Two absences will have a serious impact on your participation grade affecting your overall grade. Sessions will begin on time. I appreciate those are in the class before it starts. Don’t miss any session unless you are awarded a Nobel Prize!

Tentative Outline

Jan 05 — Introduction, expectations, responsibilities, syllabus, and topic discussion

Readings/Activities: (A) Syllabus, Read it carefully (B) introduction and reflection on the topic of international management (C) Further topic generation, (D) topic selection based on skill strengths, personal preferences, and motivations (E) Confusions and ambiguities to be left for the next session.

Jan 07 — Research Process Unveiling; Teams and Topics (TT) finalization

(A) Topic finalization (B) date finalization (C) Some ambiguity and confusion to be sorted out later.

Guest speaker- Felipe Castillo – Research Services Librarian - CONFIRMED

Jan 12 - What is management? Why Bother? (Presentation) + Confusion and Clarity TT Dr. Mahsud

Jan 14 – The Competitive Advantage of Nations (Presentation) + Confusion & Clarity TT Dr. Mahsud

Readings: The competitive advantage of nations (HBR, March 1, 1990)

Jan 19 – How Nations Compete (Presentation) + TT Clarity Dr. Mahsud

Jan 21 – International Business Strategies and types + Complete Clarity, No confusion Dr. Mahsud
Teams and Topics start January 26th 2015

Jan 26 - (Topic 1) Cultures & Languages in International Management (IM) context

Sample Readings (Topic 1 - cultures & languages)


Guest Speaker: David Woodward – President & CEO A.C.E Associates in Cultural Exchange 2:30pm - 3:20pm- CONFIRMED

Jan-28 — (Topic 2) Corporate Social Responsibility (CSR) and Ethical Business Practices in IM context

Sample Readings (Topic 2 - CSR)
(1) Adam, M. Grant (April 01, 2013). In the company of givers and takers, HBR, (2) Max Bazerman (April, 2005). Creating values and weighing values, HBR (3) Alan Hassenfeld (Sep. 1 2009). Leadership for change, HBR (4) Sandra, Williams (July 15, 2011). Engaging values in international business practices HBR (5) Michael, Porter (Dec 1, 2006). Strategy and society: The link between Competitive Advantage and CSR, HBR (6) Sophia, Kusyk. (July 15, 2010). Leading to navigate the rough seas of ethics, HBR. Note: These are just basic references to give a starting point. Additional readings to be selected.

Guest Speaker – Jim Senegal - Costco TENTATIVE

Feb 02 – (Topic 3) Macroeconomic of the world and its role in IM context

Sample Readings (Topic 3 - macroeconomics)

Guest Speaker - TBA
Feb 04 - (Topic 4) Global Capital and Foreign Exchange Markets in IM context

Sample Readings (Topic 4 – Global capital and Forex)
(2) Richard O’Brien (Mar 1, 1995). Who rules the world’s financial markets, HBR
(4) Pankaj Ghemawat and Fariborz Ghadar (Jul 1, 2000). Dubious logic of global megamergers, HBR
(5) Andrew K. Mosel; (Jan 1, 2000). Does a currency union boost international trade? HBR
(6) Nicolas Checa, John Maguire, & Jonathan, Barney (August 1, 2003). The new world disorder, HBR
(7) Paul Torelli (2013). International Economics: Understanding the forces of globalization for managers especially Chapter 1; (7) Clayton M. Christensen and Derek (Jun 1, 2014) The capitalist’s dilemma, HBR. Note: Additional readings to be selected from the stated websites.

Guest Speaker – Carrie Tennant – Senior Banker – Wells Fargo – TENTATIVE


Sample Readings (Topic 5 – Financial Markets and Banking system)
(1) Richard O’Brien (Mar 1, 1995). Who rules the world’s financial markets, HBR
(3) Pankaj Ghemawat and Fariborz Ghadar (Jul 1, 2000). Dubious logic of global megamergers, HBR
(4) Andrew K. Mosel; (Jan 1, 2000). Does a currency union boost international trade? HBR
(6) Paul Torelli (2013) Chapter 1; (7) Clayton M. Christensen and Derek (Jun 1, 2014) The capitalist’s dilemma, HBR. Note: Additional readings to be selected from the stated websites.

Guest Speaker - Don Gher, Chairman & Partner Coldstream Capital - CONFIRMED

Feb 11 – International Strategy and Organizations
Dr. Mahsud

Feb 16 – (Topic 6) The Role of Politics in Business, regional trade treaties/tax/tariffs/quotas (WTO, NAFTA, EU, ASEAN, AFTA, PNTR, SAARC, and MEFTA, Trade and Development, Trade Creation

Sample Readings (Topic 6 – Politics, trades, & treaties)
(3) David Moss, Ana Harrington, & Jonathan Schlefer (revised May, 2011). Inequality and globalization, HBR
(7) Richard, Ettenson & Jill, Klein, J. (2000). Branded by the past, HBR. Additional readings to be selected from the stated websites.
Guest Speaker - TBA – TENTATIVE

Feb 18 — (Topic 7) The Role of Technology, Communication, and Social Media on IM

Sample Readings (Topic 7 – Technology, Media)
(1) Teresa Amabile, Steven J. Kramer et al. (Jun 1, 2010). The HBR List: Breakthrough ideas for 2010; (2) Andrew Molinski, Thomas H. Davenport, Bala Iyre and Cathy Davidson (Jan 1, 2012). Three skills every 21st century manager needs, HBR; (3) Pierre R. Berthon, Leyland Bill, Kirk Plangger et al. (May 15, 2012) Marketing meets web 2.0, social media, and creative consumers: Implications for international marketing strategy, Business Horizon. Note: Additional readings to be selected from the stated websites.

Case Study 2: Marketing meets Web 2.0, social media, and creative consumers: Implications for international strategy. (2012). Pierre Berthon, Leyland, Pitt, Kirk Plangger, and Danial Shapiro, Kelly School of Business.

Feb 23 – (Topic 8) Global Human Resource Management in IM context

Sample Readings (Topic 8 – Global HR)


Feb 25 – (Topic 9) Global Production and Outsourcing

Sample Readings (Topic 6 – Production & sourcing)
Guest Speakers: Nona Larson (Director PACCAR Tech Center and Francesca DeMars Assistant Director- Structures PACCAR - TENTATIVE

Mar 01 – (Topic 10) Global Supply Chain, & Logistics (Topic 11) ---------

Mar 03 – (Topic 12) Business as an agent to world’s benefit/Serving world’s poor profitably (Topic 13) The collaborative global entrepreneur

Sample Readings (Topic 12 and 13) Open source readings. Contact professor

Case Study 4: Strategic innovation at the base of the pyramid. (2007). Jamie Anderson and Costas Markides

Mar 08 – Individual presentations

March 10 –Individual presentations and final paper due – Concluding thoughts: What did this all means to us and the world: The culmination of all that was read, said, and reflected upon through the eyes of the entire class?

Note: SU guidelines should be strictly followed on the honor code. For disability guidelines please refer to the appropriate administrative offices.

GOOD LUCK!