

Seattle University



Albers School of Business and Economics
Department of Management

MBA Seminar
International Business Management
INBU – 5310

Seven Sessions
June 21st – August 2nd

Summer, 2017

**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-BUILDING.**

MBA Seminar
International Business Management
Summer 2017

Faculty: Dr. Rubina´ Mahsud
Office: Pigott 429
Timings: Wednesdays 5:30 – 9:30 PM
Start Date: June 28th

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Location: Pigott 103
End Date: August 2nd

Bulletin

Multinational corporations account for approximately half of 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, and low-cost production as well as opening 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 come with the challenge of dealing with issues not limited only to time and distance, but also language, culture, legal regulation, regional treaties, currency fluctuations, logistics, and ethical standings, to name a few. However, opportunities can outpace limitations, but only if managers keep an open, honest, skilled, and compassionate mindset. In some cases managers choose to confront these opportunities and challenges by making informed decisions 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 the conceptual and practical underpinnings of what international management entails in their lives, careers, and companies. It will help students understand strategic and organizational challenges facing small, medium, and large businesses when making decisions of going global or retreating from the global stage. 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 do firms go global? What opportunities should firm seek internationally, and what challenges should it try to avoid? How can we decide what products and services need to be offered? What should we buy and what should we make? When to compete and when to cooperate? How to prepare workforce for international deployments? How does a company’s headquarters manage and reassign expats once they are back or want to come back? What type of organizational structure suits global firms? What type of coordination and control mechanisms works—and how do we know? How can corporate social responsibility (CSR) and ethical issues be addressed in a larger context of stakeholders? How can businesses be used for poverty eradication; “serving world’s poor profitably? Questions like these and more will be discussed during class discussions informed by your reading materials, your research and presentations on these topics, interacting with guest speakers, and brainstorming as a class.

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 systems, technological factors, social & cultural issues, legal and political factors, and demographics. At the industry and firm level issues related to decision making, human resource management, production, logistics, marketing and advertising and host of other factors. Please note that we will discuss macroeconomics, general trade policies, governmental regulations, foreign direct investment, global accounting and financial systems and their implications on international management and managers. It is assumed that you are already exposed to these topics to some extent in your functional-area classes.

Outcome

Each one of you will be in charge for gathering, assimilating, reflecting, analyzing, and presenting the data and information you gather from your research thus informing yourself and the entire class. The outcome of the course shall equip each one of you with knowledge, skill, and sensitivities to help manage successfully in the competitive as well as cooperative international business landscape. This course is intended for those interested in pursuing careers in management consulting, strategic planning, and general management at the local or global level.

Readings

1. Harvard Business Review articles available on SU Online as well in the Online Harvard Business course pack. Here is the link: <http://cb.hbsp.harvard.edu/cbmp/access/65019862>
2. Harvard Business Cases assigned for the class are available through the above link for each one of you to 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.
5. Bloomberg news, Wall Street Journal, Financial Times, Washington Post, The guardian, The Economist, Fortune, Forbes, Business Week, The Fast Company, Google Scholar, and any other business news that is exciting to you and relevant to the topic presented during each session is highly recommended to be a part of your research and presentation.

Seminar Activities and Deliverables

Team Presentations: Three students will form a team. There are twelve topics and will have approximately 12 teams. One odd team may have two students instead of three. Each team selects a topic from the list of topics provided in the syllabus with dates given. Team presentations will start during the third week of the quarter. There will be two presentations in each class. Each team will present for **25 minutes with 15 minutes Q&A**. During the Q&A session, class member are expected to engage with the presenting team and the topic using their own research and analysis of the topic to generate exciting debate.

Team and Topic Selection: Most importantly, teams shall select topics based on their interest, passion, and knowledge of the subject area. Selection must not be based on the ease or difficulty of the topic. Your fear must not guide your strategy. Rather, the more fearful you are of the topic the more courage you

should use to tackle it head on. That will allow you to conquer your fear of something new or difficult. There will be no repeat topic presentation. Topic selection will be managed on first day of the class. Until then, try to read at least one or two of the assigned readings under each topic to give you a taste of it.

Meeting with the Professor: Prior to the presentation, and at least **TWO WEEKS** in advance, the presenting teams **MUST** meet with the professor to discuss the framework of the topic under research, sources and citations, its scope, and presentation guidelines. Bring stories, scenarios, data, statistics, and visuals to your presentation to relate to real life international management issues.

Engagement Questions: Based on some readings given in the syllabus and some of your own choice each audience team needs to generate three-five questions for the presenting team. Participation grade will be determined by asking appropriate questions related to the topic. These questions should be detailed and informed by your readings; expect to spend at least an hour total developing these questions. Sometimes your experience and expertise or other knowledge can also be shared with the class.

Presentation Power Points: Prior to the presentation, the presenting team/s will forward the power points to the professor for references and grading which after presentations will be loaded on Canvas to be accessed by all class members. The quality of a team presentation will be judged through content, research rigor, excitement, and engagement with the audience. Each session will comprise of three presentations, a case study or a guest speaker sharing experience and expertise in the related topic area wherever and whenever possible.

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 our seminar without paid being paid for and instead of seeing you see empty seats. Secondly, it will affect our chances to get guest speakers in the future.

Final Individual Research Paper: Each one of you will write a five page (double spaced, 12 font reflection paper) on the future scope and potential of international management from your point of view as what would you like to do in the selected arena, what is currently happening in that space, and what you want to bring into. Select a topic with regards to your firm's internal functioning and external. If you want to meet with me on the topic selection, I shall be available.

Final Individual Presentation: During the last sessions, each one of you will present for 3-5 minutes your thoughts, analysis, findings, and recommendations basically summarizing your individual research and sharing it with the seminar participants. Remember, the context must be international management. If you are not working currently, you can use your prior experience. If you never worked before, you can use an ideal case scenario (best practices). Your research paper guides your presentation. Assessment will include content as well as style and strength of presentation.

Typical Seminar Time Division: (1) Admin 5:30 – 5:45 pm (2) First topic 5:45 pm – 6:10 pm with 15 minutes Q&A (3) Second topic 6:15pm-6:40pm with 15 minutes Q&A . Break (15 minutes) (4) Guest 7:10pm-8:00pm (5) Break II 15 minutes. Third topic 8:15pm-8:40pm with 15 minutes Q&A. 20 minutes contingency.

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.

Quality Level	95 to 100%	= A	77 to 79%	= C +
	94 "	90% = A -	70 "	76% = C
	87 "	89% = B +	60 "	69% = D
	83 "	86% = B		
	80 "	82% = B -		

Quantity Points	Team Presentation	3000 points
	Class Participation	2000 points
	Final research paper	2000 points
	Individual Presentation	1000 points
	Session papers	2000 points

Grade Determinant. Your overall grade is determined by the equation:

$$\text{GRADE} = \frac{\Sigma(\text{Quality Level} \times \text{Quantity Points})}{\Sigma(\text{Quantity Points})}$$

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, individual research project, group presentation, and write ups.

Code of Conduct: No plagiarism. Any incident of such kind on an assignment will result in a failing grade. No laptop/cell phone use.

Attendance: Missing a class is not an option. Arrange all activities prior or later to the seminar dates. Each Seminar is of 4 hours. We have only 7 sessions in total. Missing one session is more than missing a regular class. If your work involves unexpected travels - this class is not for you.

Tentative Outline

June 21 — (Topic 1) What is management? **(Topic 2)** What is International Management?

Readings/Activities: (A) Syllabus discussion (B) introduction to topic of international management (C) Topic selection for teams – team membership is based on the combination of skill strengths, student's availability & timings, and motivation for the subject matter (D) Team formation (E) Research process discussion (F) Dr. Mahsud presentation (E) contingencies, confusions, clarification, and resolutions.

Guest Speaker: Felipe Castillo – Research Services Librarian – SU CONFIRMED

June 28 — (A) The Competitive Advantage of Nations: How Nations Compete; International Business Strategies (B) Environmental Analysis in international context (C) Norms of team presentations.

Readings/Activities: (1) Competitive Advantage of Nations (HBR, March 1, 1990; Class discussion on teams and topic clarification continues.

Teams and Topics start July 05, 2017

July 05 – (Topic 1) Corporate Social Responsibility (CSR) and Ethical Business Practices (EBP) in International Management (IM) context (Topic 2) Cultures and Languages in the IM context (Topic 3) Macroeconomics and international management

Sample Readings Topic 1: CSR & EBP - IM

(1) Donaldson, T. (September, 1996) Values in tension: Ethics away from home. Adam, M. *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). Business and society: The link between CSR and CA. *HBR* (6) Sophia, Kusyk. (July 15, 2010). Leading to navigate the rough seas of ethics, *HBR*. (7) Christensen, C., Baumann, H., & Ruggles, R. (December, 2006). Disruptive innovation for social change. *HBR*. (8) Wilburn, K. & Wilburn R. March, 2016). Asking “what else”? To identify unintended negative consequences. *HBR*. (9) Sophia, Kusyk. (July 15, 2010). Leading to navigate the rough seas of ethics, *HBR* **Note:** Additional readings to be selected from the stated websites.

Sample Readings Topic 2: Cultures & languages - IM

(1) Tarun, Khana. (Sep 1, 2014). Contextual Intelligence, *HBR* (2) Kenichi, Ohmae. (July 1, 1989). Playing for a global harvest, *HBR* (3) Sophia, Kusyk. (July 15, 2010). Leading to navigate the rough seas of ethics, *HBR* (4) Graham, Gillam., Kyle Simons et al. (July 15, 2014). Line, line, everywhere a line: Cultural considerations for waiting in line managers, *HBR* (5) Erin, Meyer. (May 1, 2014). Navigating the cultural minefield, *HBR* (6) P. Christopher Earley and Elaine, Mosakowski. (Dec 1, 2004). Cultural intelligence, *HBR* (7) Fons, Trompenaars and Peter, Woolliams (April 1, 2011). Lost in translation, *HBR* (8) Pankaj, Ghemawat. (May 1, 2011). Cosmopolitan corporation, *HBR* (9) Andrew. Molinsky et al. (Jan 1, 2012). Three skills every 21st century manager needs, *HBR*. **Note:** Additional readings to be selected from the stated websites.

Sample Readings Topic 3: Macroeconomics & IM

(1) David A. Moss (2014) *A Concise Guide to Macro Economics*, Second Edition HBP (Chapters 1, 2, 3, 4); (2) David P. Baron, *Integrated Strategy, Trade policy, and global competition*, (California Management Review, Winter 1997). Note: Additional readings to be selected from the stated websites.

Guest Speaker: David Woodward – President & CEO A.C.E Associates in Cultural Exchange 7:10pm - 8:10pm-

Confirmed

July 12 -

(**Topic 4**) Global Capital and Foreign Exchange Markets in IM context (**Topic 5**) International financial markets & international monetary systems (IMF) (**6**) Trade & Treaties and international management

Sample Readings Topic 4: *Global capital & Forex*

(1) David A. Moss (2014) *A Concise Guide to Macro Economics*, Second Edition HBP (Chapters 5, 6, 7).
(2) O'Brian, R. (Mar 1, 1995). Who rules the world's financial markets, *HBR*; (2) Robert D. Hormats (Aug 1, 2003). Abraham Lincoln and the global economy, *HBR*; (3) Pankaj Ghemawat and Fariborz Ghadar (Jul 1, 2000). Dubious logic of global megamergers, *HBR*; (4) Andrew K. Mose; (Jan 1, 2000). Does a currency union boost international trade? *HBR*; (5) Nicolas Checa, John Maguire, & Jonathan, Barney (2003) *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.

Sample Readings Topic 5: *International financial markets and IMF/World Bank*

(1) O'Brian, R. (March, 1995). Who rules the world's financial markets? *HBR*; (2) Kurtzman, J., Yago, G., & Phumiwasana, T. (October, 2004). Global costs of opacity. *MIT Sloan Management Review*; (3) Rafael, D., Natalie, T., Baraldi, M. (March, 2011). The IMF: the Washington consensus, the critics, and the new challenges as China rises. *HBR*; (4) Fox, J. (November, 2013). What we have learned from financial crisis? *HBR*; (5) Ribera, A., Etzold, V., & Wachterbeck, P. (September, 2011). Islamic Banking: Lessons for the financial sector. *IESE – Insight Magazine*; (6) Cadieux, D. & Conklin, D. W. (January, 2010). The great recession 2007-2010: Causes and consequences, *HBR*; (7) Perkins, John. (2004). *Confessions of an Economic Hit Man*. Plume Publishing.

Sample Readings Topic 5: *Trade & treaties*

(1) Kaim, J. D. and Hillman, A. J. (2008). Political environments and business strategy: Implications for managers, *Business Horizons*, 51: 47-53. (2) Ghamawat, P. (2011). The Cosmopolitan corporation, *HBR* (3) Inequality and globalization, *HBR* (4) Bartlett. C. and Ghoshal, S. (1998). Managing across borders: The transnational solution, *HBR* (5) Dunning, J. (2008). Multinational enterprises and the global economy (2nd ed.). Addison-Wesley (6) Jones, G. (2005). Multinationals and the global capitalism. Oxford University Press. (7) Ettenson, R. & Klein, J. (2000). Branded by the past, *HBR*. **Note:** Additional readings to be selected from the stated websites.

Guest Speaker: Patrick Murphy – Partner – Commonwealth Exchange 7:20pm - 8:20pm - Confirmed

July 19 — (Topic 7) Global human resource management in IM context (Topic 8) Global Production, outsourcing, on shoring/off shoring, and logistics in IM context (Topic 9) The Role of Technology, Communication, and Social Media in IM context.

Sample Readings Topic 7: *Global HR*

(1) "We Can't Just Demand Trust.....Interview with Fred Hassan"; The Focus: The Egon Zhender International Leadership Magazine, Vol. XII (2), 2008 (2) Andrew Bartness & Keith Cerny (Winter, 1993) *Building Competitive advantage through global networks of capabilities, California Management Review* (3) Julian Birkinshaw & Neil Hood (Mar-April, 2001) Unleash innovation in foreign subsidiaries, *HBR* (4) Marcus & Stephanie Hurt (2005) *Transfer of managerial practices by French food retailers to operations in Poland*, Academy of Management Executive, Vol. 19 issue 2 (5) Ruth Dudley Edwards (1843-1993) The pursuit of Reason: *The Economist* (1843-1993) (6) Porter, M. E. m(March-April, 1990) *The*

competitive advantage of nations, HBR (7) Jeanne Brett and Kiristin Behfar. (Nov 1, 2006). Managing multicultural teams, HBR. **Note:** Additional readings to be selected from the stated websites.

Sample Readings Topic 8: Production, outsourcing, & Logistics

(1) V. J. Narayanan and Ananth Reman (Nov 1, 2004). *Aligning incentives in supply chain*. HBR (2) Loren, Gary. (Oct 1, 2005). *Everyday problem of global sourcing*. HBR (3) Cecily, A. Raiborn, Janet Butler, et al. (July 15, 2009). *Outsourcing support functions: Identifying and managing the good, the bad, and the ugly*. HBR (4) John, Pearce II. (Jan 15, 2014). *Why domestic outsourcing is leading America's reemergence in global manufacturing*. HBR (5) Poul, Houman. Anderson. (November, 2006). *Regional clusters in a global world: Production, relocation, innovation, and industrial decline*. HBR. **Note:** Additional readings to be selected from the stated websites. Open field research.

Guest Speaker: Ian Mallison, Executive Director Global Sales – Expeditors CONFIRMED

Sample Readings Topic 9: Technology, communication, & social 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. Bernhon, 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. **Note:** Additional readings to be selected from the stated websites.

July 26 — (Topic 10) marketing & advertising in IM context (Topic 11) Building business in emerging markets – The transnational entrepreneur (12) Using business as an agent to world's benefit

Sample Readings Topic 10: Marketing & advertising

(1) Wakayama, T., Shitaku, J., & Amano, T. (2012). What Panasonic learned in China. HBR; (2) Jchiji, S. Hattori, S., & Michael, D. (May, 2012). How to win in emerging markets: Lessons from Japan. HBR; (3) Ghemawat, P. & Vantrappen, H. (2015). How global is your C-Suite? HBR; (4) Ghemawat, P. & Vantrappen, H. (July, 2015). How global is your C-Suite? HBR; (5) Kelly, N. (February, 2014). Will Spanish help you reach the U.S. Hispanic market? It depends. HBR; (6) Dahlhoff, D. (January, 2015). Why Target's Canadian expansion failed? HBR; (7) Night, K. (October, 2014). Get buy in for your global strategy with local partners. HBR; (8) Mooji, M. de. (June, 2010). Tailoring your strategy to fit the culture. HBR; (9) Aaker, D. & Joachimsthaler, E. (November, 1999). Lure of global branding. HBR; (10) Sultan, F. Rohm, A. (July, 2008). How to market to generation M(obile). HBR. **Note:** Additional readings to be selected from the stated websites.

Sample Readings Topic 11: Business in emerging markets-The transnational entrepreneur

(1) Khana, T. & Palepu, K. (October, 2006). Emerging giants: Building world-class companies in developing countries. HBR; (2) Gupta, S. & Shapiro, D. (2014). Building and transforming an emerging market global enterprise: Lessons from the Infosys journey. HBR; (3) Dobbs, R., Koller, T., & Ramaswamy, S. (October, 2015). The future and how to survive it. HBR; (4) Reeves, M., Zeng, M. & Veniara, A. (June, 2015). The self-tuning enterprise. HBR; (5) Nohria, N. (January, 2009). From regional star to global leader. (HBR Case Study). (6) Habiby, A. & Coyle, D. M. Jr. (2010). The high intensity entrepreneur. HBR; (7) Maddy, M. (2000). Dream deferred: The story of a high-tech

entrepreneur in a low-tech world. HBR. **Note:** Additional readings to be selected from the stated websites.

Sample Readings Topic 12: *Using business as an agent to world's benefit – See professor for readings.*
Subject to the number of teams. Tentative

August 02 — LAST CLASS

Individual Research Presentation

Guest Speaker – 7:10-8:10pm – Greg Lohman, SVP, Nordstrom

Individual Research papers due

Important Note:

1. Follow SU guidelines the honor code.
2. For disability guidelines please refer to the appropriate administrative offices.
3. No laptops/cell phone policy
4. Strictly avoid missing a class.

GOOD LUCK!