

Seattle University

Albers School of Business and
Economics Department of
Management

Global Business– 4860

Sep 10- Nov 17 FQ2020

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.

GBUS 4860-01 GLOBAL BUSINESS

SYLLABUS AND SCHEDULE | FALL QUARTER 2020 – ZOOM Synchronous

Course Description

Course information

Course code: GBUS 4860-01
credits: 5

Location: Virtual

Timings: TTH 3:45 pm – 5:50 pm

First session: September 10

Last session: November 17, 2020

Instructor information

Designer: Dr. Mahsud

Phone: 206 296 2323

Email: mahsduru@seattleu.edu

Office hours: 2:30pm 0 3:30 pm Thursday by appointment

Office hours: TTH – virtual, email

Purpose

Multinational corporations accounts 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 come 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 doorsteps.

Course Objectives

I designed this course to provide you with some conceptual and more practical underpinnings of what international management entails to their lives, careers, and companies. It will also make understanding strategic and organizational challenges to small, medium, and large businesses when faced with global decisions. Major questions that we will address include: what is management? What is international management? What are some critical contextual issues that managers need to know before embarking on global business endeavors? 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 need to be offered? What to buy and what to make? When to compete and when to cooperate? How to prepare the workforce for international deployments? What type of organizational structure suites global firms? What kind of coordination and control mechanisms works or otherwise? How Corporate Social

Responsibility (CSR) and Ethical Business Practices in the global stakeholder context? How can a business be used for poverty eradication and serving the 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 course outcome shall equip each of you with knowledge, skill, and Sensitivities to help you manage successfully in the competitive and cooperative international business environment. This course's design will help pursue careers in management consulting, strategic planning, and general management at the local or global level.

What will be learned from the course:

- How the work of business operates at the global level?
- What are some major factors that businesses and managers need to know when going global?
- How each functional area of business feed into the success or failure of the entire business?

- How should we define stakeholders when we think from a global business perspective?
- How can global business benefit all stakeholders not only stakeholders and communities from places or countries where these are headquartered?

Required Material

Harvard Business online Course pack: <https://hbsp.harvard.edu/import/754821>

Open source resources (World Bank, CIA facts, Statistica.com, SU library databases)

Course Format:

This class is centered on a high and interactive environment. It includes a combination of lecture, discussion, and outside class activities mainly research, working in teams, engaging with libraries, and online sources. Look at the syllabus carefully, there are no exam in this class. No textbook is assigned. Therefore, you now bare high responsibility of surpassing your imaginations and the imaginations of your faculty to be the best that you can be.

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. 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. It is a self-taught course.

Seminar Activities and Deliverables

Team Presentations:

Three-four students will form a team. There are 11 topics and will have 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 team **MUST** meet with the professor to discuss the framework of the topic under research, sources and citations for the topic, its scope, presentation structure and general guidelines. Stories, scenarios, data, statistics, and visuals are critical for presentation relating it to global business management issues with possible examples.

Except for the presenting teams, each class member will research the topics under presentation and will write 2-3 paragraphs with references on the discussion board and post it by 12 noon before the class. analysis should have 2-3 different references on the given subject showing the breadth of reading. References must show a variety meaning be selected from academic as well as business/trade publications, textbooks, and open online sources. The discussion board will be graded by the professor. The presenting team will provide the power points with a list of references to the professor before the presentation. The quality of presentation will be judged through content, research rigor, and engagement. Each session will comprise of a combination of either two presentations or a presentation and a guest speaker.

Guest Speakers:

I have lined up 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 comprises of a 3-4 page (double spaced, 12 font reflection paper) on your learning, reflection, and future plans Details will be discussed in class.

Structure and Management

Consultation:

I am available for consultation if you need advice, have questions, or simply want to discuss your ideas. Use E-mail and request for ZOOM.

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

94 to 92% = A -

87 to 89% = B +

83 to 86% = B

80 to 82% = B -

77 to 79% = C +

70 to 76% = C

60 to 69% = D

Quantity Points

Team Presentation 4000 points

Class Participation 2000 points

Final research paper 1000 points

Discussion assignment thread on Canvas 3000

Grade Determinant:

Your overall grade is determined by the following 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.

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. Do not miss any session unless you are awarded a Nobel Prize!

Tentative Outline

Sept 10 – Introduction, syllabus discussion, expectations

Sept 15 – Team formation and syllabus discussion

Research process discussion, contingencies, confusions, clarifications, and resolutions.

Topic selection for teams – team membership is based on the combination of skill strengths, student's availability & timings, and motivation for the subject matter

Sept 17 - What is Management? Dr. Mahsud

Sept 22 - What is International Management? Dr. Mahsud

Guest Speaker: Felipe Castillo – Research Services Librarian – (Tentative)

Sept 24 - The Competitive Advantage of Nations: How nations compete. The purpose of business?

Readings/Activities: (1) Competitive Advantage of Nations (HBR, March 1, 1990). Dr. Mahsud

Sept 29 - Competitive Advantage of nations – the future - Dr. Mahsud

Oct 01 - The purpose of business – Dr. Mahsud

Teams and Topics start October 06, 2020

Oct. 06 – (Topic 1) Corporate Social Responsibility (CSR) and Ethical Business Practices (EBP) in Global Business (GB) context

Sample Readings Topic 1: CSR & EBP – GB

(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.

Oct. 08 – (Topic 2) Cultures and Languages in the GB context

Sample Readings Topic 2: Cultures & languages - GB

(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.

Guest Speakers:

(1) David Woodward – CEO A.C.E Associates (tentative)

Oct. 13 - (Topic 3) Macroeconomics in GB context

Sample Readings Topic 3: Macroeconomics - GB

(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.

Oct. 15 - (Topic 4) Global Capital and Foreign Exchange Markets

Sample Readings Topic 4: Global Capital & Forex -GB

(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.

Guest Speakers:

Patrick Murphy – Western Union (tentative)

Oct 20- (Topic 5) marketing & advertising in IM context

Sample Readings Topic 5: *Marketing & advertising - GB*

(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.

Guest Speakers:

Jon Maron – VP Kymetra (tentative)

Oct 22- (Topic 6) Global Production, outsourcing, on/off shoring

Sample Readings Topic 6: *Production & outsourcing - GB*

V. J. Narayanan and Ananth (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.

Oct 27- (Topic 7) Global HR

Sample Readings Topic 7: *Global HR - GB*

(1) "We Can't Just Demand Trust..... Interview with Fred Hassan"; The Focus: The Egon Zehnder 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 retailer 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.

Oct 29 – (Topic 8) Global logistics (Topic 9) Technology, social media, IoT

Sample Readings Topic 8: Global Logistics

(1) Mateska, Fani. (2015). Global logistics and international development. *Journal of Process Management. New Technologies*, 3(1), 93-101. (2018). (2) The global logistics business is going to be transformed by digitization. *The Economist*. (3) Freudmann, Aviva. (2017). SMEs and Global Growth: Meeting Logistics Challenges. *The Economist*. (4) Bowersox, D., & Calantone, R. (1998). Global Logistics. *Journal of International Marketing*, 6(4), 83-93. (5) Kiessling, T., Harvey, M., & Akdeniz, L. (2014). The evolving role of supply chain managers in global channels of distribution and logistics systems. *International Journal of Physical Distribution & Logistics Management*, 44(8), 671-688. (6) Cooper, J. C. (1993). Logistics strategies for global businesses. *International Journal of Physical Distribution & Logistics Management*, 23(4), 12. (7) Tavasszy, L. A., Ruijgrok, C. J., & M, J. P. M. T. (2003). Emerging global logistics networks: Implications for transport systems and policies. *Growth and Change*, 34(4), 456-472. (8) Manuj, I., & Mentzer, J. T. (2008). Global supply chain risk management strategies. *International Journal of Physical Distribution & Logistics Management*, 38(3), 192-223. (9) Szmelter, Agnieszka. (2017). The Impact of Complexity on Shaping Logistics Strategies in Global Supply Chains. *Journal of Economics and Management*, (28):74-89.

Sample Readings Topic 9: Technology & Social media, IoT, big data

(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.

Nov 03 – (Topic 10) Trade, tariff, and treatise

Sample Readings Topic 9: Trade, Tariffs, & Treaties

(1) Kaim, J.D. and Hillman, A. J. (2008). Political environments and business strategy: Implications for managers, *Business Horizon*, 51:47-45. (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 Edition). Addison – Wesley (6) Jones, G. (2005). *Multinationals and the global capitalism*. Oxford University Press. (7) Etterson, R. & Klein, J. (2000). *Branded by the past*, HBR. Note: Additional readings to be selected from variety of mentioned sources.

Guest Speakers:

Y.P. Chan – CEO Avidian Technologies

Nov 05 – (Topic 11) Building business in emerging markets - The transnational entrepreneur

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.

Nov 10 – Individual Reflection paper presentation

Nov 12 - Individual Reflection paper presentation

Individual Research papers are due on CANVAS November 17 midnight

Tentative Topic (**Topic 12**) Lessons from failures of International Business Management

Academic Policies

The following website facilitates and informs students of their rights and responsibilities related various academic and non-academic policies:

<https://www.seattleu.edu/education/student-resources-and-services/policies--forms/>

Plagiarism

SU policies on plagiarism, cheating, and academic code of conduct violation is clearly spelled out and discussed on the following Seattle University website:

<https://www.seattleu.edu/media/redhawk-service-center/registrar/registrar-policies/Academic-Integrity-2011-3.pdf>

Disabilities Services for students

Information on disabilities can be accessed at <https://www.seattleu.edu/disability-services/>.

GOOD LUCK – Looking forward to our engaging encounter!

GBUS 4860-01 GLOBAL Business

COURSE SCHEDULE (May be revised as deemed necessary)

Date	Topic
Sep. 10 Thursday	<ul style="list-style-type: none"> • Introduction, syllabus, class design
Sep. 15 Tuesday	<ul style="list-style-type: none"> • Class design, syllabus, team's formation
Sep. 17 Thursday	<ul style="list-style-type: none"> • Management and the world's work – Dr. Mahsud
Sep. 22 Tuesday	<ul style="list-style-type: none"> • Teams research (IMF, WB, WTO, ISO 9000, Federal Bank Reserve, GDP, global economy)
Sep. 24 Thursday	<ul style="list-style-type: none"> • Competitive Advantage of Nations – Dr. Mahsud
Sep. 29 Tuesday	<ul style="list-style-type: none"> • Global business and nomenclatures – Dr. Mahsud
Oct. 01 Thursday	<ul style="list-style-type: none"> •
Oct. 06 Tuesday	Team 1 – Presentation <ul style="list-style-type: none"> • CSR + EBP presentation
Oct. 08 Thursday	Team 2 – Presentation <ul style="list-style-type: none"> • Cultures and Languages presentation • Guest speaker?
Oct. 13 Tuesday	Team 3 – Presentation <ul style="list-style-type: none"> • Macroeconomics and global business
Oct. 15 Thursday	Team 4 – Presentation <ul style="list-style-type: none"> • Global capital and Foreign Exchange • Guest speaker?
Oct. 20 Tuesday	Team 5 – Presentation <ul style="list-style-type: none"> • Marketing and advertising Guest speaker
Oct. 22 Thursday	Oct. 22 Thursday Team 6 <ul style="list-style-type: none"> • Global production/supply chain • Guest speaker
Oct. 27 Tuesday	Team 7 <ul style="list-style-type: none"> • Global human resources Guest speaker
Oct. 29 Tuesday	Team 8 and team 9 <ul style="list-style-type: none"> • Global logistics • Technology, (IoT), Big data, and social media
Nov. 03 Tuesday	Team 10 <ul style="list-style-type: none"> • Trade, Tariff and Treatise
Nov. 05 Thursday	Team 11 <ul style="list-style-type: none"> • Emerging markets
Nov. 10 Tuesday	Final reflection paper
Nov. 12 Thursday	Final reflection papers