Seattle University

Albers School of Business and Economics
Department of Management

MBA Seminar
Global Business Management
GBUS – 5310

Eight Sessions
January 11 – March 15

Winter, 2021

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 BUILD
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 come with challenges of dealing with issues not limited only to time and distance but languages, cultures, legal regulations, regional treaties, currency fluctuations, logistics, ethical standings to name a few. However, 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 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 doorstep.

Purpose

This course is designed to provide participants with conceptual and 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 or retreating from global scenes. 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? 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? How company’s headquarters manage and reassign expats once they are back or want to come back? What type of organizational structure suites global firms? What type of coordination and control mechanisms work or otherwise? How corporate social responsibility (CSR) and ethical issues be addressed in a larger context of stakeholders? How
businesses can be used for poverty eradication; “serving world’s poor profitably? Questions like these and more will be pondered 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 system, technological factors, social & cultural aspects, legal and political factors, and a host of other demographics. At the industry and firm level, human resource management, production, logistics, marketing, advertising, make or buy decision, supplies chain, wholly-owned versus exporting, licensing, joint venturing, and alliances to be examined. 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. I assume that you are already exposed to these topics to some extent in your functional area classes. If not, in which case you will research and learn the introductory level knowledge during this class.

**Outcome**

The course outcome shall equip each of you with knowledge, skill, and sensitivities to help manage successfully in the competitive and cooperative international business landscape. This course will help those interested in pursuing careers in management consulting, strategic planning, and general management at the local or global level.

**Readings**

Harvard Business Review articles can be accessed through the following link: 
[https://hbsp.harvard.edu/import/789113](https://hbsp.harvard.edu/import/789113)

Note: These are listed as OPTIONAL. Do not purchase these yet. I will explain in the class, how it works.

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

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

3. 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.

4. Compiled link for research created [http://libguides.seattleu.edu/inbu4860_5310mahsud](http://libguides.seattleu.edu/inbu4860_5310mahsud)
Seminar Activities and Deliverables

Team Presentations:
Two students will form a team. There are ten major topics to choose from. We will have approximately 9-10 teams. Each team selects a topic from the list of topics provided in the syllabus with dates given. Dates cannot be changed due to pairing of the guest speakers with topics. Team presentations will start on the fourth week of the quarter. Each team will present approximately 30 minutes with 20-30 minutes of questions, answers, comments with examples from the audience. During the Q&A session, class members are expected to engage with the presenting team to generate exciting debate.

Team and Topic Selection:
The process include self-selection into teams and topics. 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, difficult, or fear of failure. There will be no repeat topic presentations so avail your opportunity to shine in the class. Topic selection will be managed on first day of the class. In some cases, more than one team may select the same topic. In which case the teams have to negotiate.

Meeting with the Professor:
Prior to the presentation, at least TWO WEEKS in advance, the presenting team MUST discuss with the professor the framework of the topic under research, its scope, number and quality of sources, citations, and presentation guidelines. Use of stories, scenarios, data, statistics, and visuals in your presentation to relate to real life global business management issues.

Topic Papers:
With the exception of the presenting team/s, every class member will write 400-500 words informative and reflective piece on the topic that is due for presentation and upload it on the discussion board on Canvas. The cutoff time is 3pm. The class starts 6pm. The write-up should have minimum 3-4 references combing trade/business publications and academic sources two-page analysis must have at least four different references. SU library and open-source references can be used.

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. The quality of the team presentation will be judged through content, research rigor, presentation, audience engagement, and Q&A fielding. Each session will comprise of at least one presentation and a guest speaker sharing experience and expertise in the related topic area. And final 20 minutes of the class session will be spent on open discussion on the topic and lessons learned.
NOTE: Since there are only EIGHT session this quarter, some time we will have two presentations and a guest speaker. This class will go longer than regular time to make-up for the lost time. **Guest Speakers:** I have lined up great speakers for you. I expect each one of you to be present for each session as it will reflect poorly on SU if a guest speaker comes to our seminar without being paid for.

**Final Individual Research Paper & Presentation:**
Each one of you will write a 4-5 page (double spaced, 12 font reflection paper) on the learning in the class, future scope and potential of your own professional journey at the global level. Select a topic with regards to your firm’s internal functioning and external context based on the readings. Will have further discussion during the class sessions.

During the last session, each one of you will present for 2-3 minutes your thoughts, analysis, findings, and recommendations basically summarizing your individual research and sharing it with the class. Remember, context has to be international or global business 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.

**Typical Seminar Time Division:** (1) Admin 6:00 – 6:15 pm (2) Topic Presentation 6:15 pm – 7:00 pm (3) Guest 7:15pm-8:15pm (5) Case and class discussion on lesson learned.

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

**Consultation:**
I am available for consultation if you need advice, have questions, or simply want to discuss your ideas. E-mail me for a Zoom meeting request.

**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>Team Presentation</th>
<th>Class Participation (comments &amp; questions)</th>
<th>Final research paper</th>
<th>Individual Presentation</th>
<th>Session papers</th>
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Grades:  
95 to 100% = A  
94 " 92% = A -  
87 " 89% = B +  
83 " 86% = B  
80 " 82% = B -  
77 to 79% = C +  
70 " 76% = C  
60 " 69% = D  
60 " 69% = D  

Grade Determinant. Your overall grade is determined by the 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, individual research project, group presentation, and write ups.

Code of Conduct: No plagiarism. Any incident of such kind on an assignment will result in expulsion from the program or failing a class. Everyone needs to be attentive and respectfully listening each other.

Attendance: Missing a class is not an option. Arrange all activities prior or later to the seminar dates. We have only Eight sessions. If your work involves unexpected travels - this class is not for you.

Tentative Outline

Jan 11 -
What is Management? What is Global or International Business Management?
Readings/Activities: (A) Syllabus discussion (B) introduction to the 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, clarifications, and resolutions.

Readings/Activities: (1) Syllabus (read it carefully); Look at the Harvard Business Link for material and think about your topic areas. Try to select 2-3 topics.

Guest Speaker: Felipe Castillo – Research Services Librarian – CONFIRMED

Jan 25 -
The Competitive Advantage of Nations: How nations compete
Readings/Activities: (1) Competitive Advantage of Nations (HBR, March 1, 1990), Class discussion on teams and topics continues.
Feb 01 -  
(Topic 1) Corporate Social Responsibility (CSR) and Ethical Business Practices (EBP) in Global Business Management (GBUS) context

Sample Readings Topic 1: CSR & EBP – GBUS  
(1) Donaldson, T. (September, 1996) Values in tension: Ethics away from home. Adam, M. HBR;  

Note: Additional readings to be selected from the stated websites.

Presentation (Topic 1) 6:15pm – 7:15pm  
Guest Speaker: Xia Li – CEO 7:30pm - 8:30pm CONFIRMED

Lessons learned?

Feb 08 -  
(Topic 2) Cultures and Languages in GBUS context

Sample Readings Topic 2: Cultures & languages - GBUS  

Note: Additional readings to be selected from the stated websites.

Presentation (Topic 2) 6:15pm – 7:15pm  
Guest Speaker: David Woodward – CEO A.C.E Associates 7:30pm - 8:30pm CONFIRMED

(Topic 3) Macroeconomics in GBUS context
Sample Readings Topic 3: *Macroeconomics & GBUS*


Presentation (Topic 3) 8:35pm – 9:30pm

Lessons learned?

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Feb 25 -
(Topic 4) Global Capital and Forex in GBUS context

Sample Readings Topic 4: Global Capital & Forex & GBUS


Presentation (Topic 4) 6:15pm – 7:15pm

Guest Speaker: Patrick Murphy – Western Union 7:30pm - 8:30pm - CONFIRMED

Lessons learned?

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March 01 -
(Topic 5) Global Production, outsourcing, on shoring/off shoring in GBUS context

Sample Readings Topic 6: *Production & outsourcing & GBUS*


Presentation (Topic 5) 6:00pm – 7:00pm
(Topic 6) Global logistics & supply chain in GBUS context

Sample Readings Topic 12: Logistics & supply chain

Presentation (Topic 6) 7:15pm – 8:15pm

Guest Speaker: Ian Mallison – Expeditors International 8:20pm-9:15pm CONFIRMED
Lessons learned?

March 08 -

(Topic 7) marketing & advertising in GBUS context

Sample Readings Topic 9: Marketing & advertising

Presentation (Topic 7) 6:00pm – 7:00pm

(Topic 8) Global Human Resource management in GBUS context
Sample Readings Topic 7: Global HR-GB


Presentation (Topic 7) 7:15pm – 8:15pm

Guest Speaker: Jon Maron 8:20pm - 9:15pm- CONFIRMED

Lessons learned?

March 15 -

(Topic 9) Building business in emerging markets – The transnational entrepreneur

Presentation (Topic 9) 6:15pm – 7:15pm

Sample Readings Topic 8: Business in emerging markets-The transnational entrepreneur

Guest Speaker: YP Chan – CEO Vividian Technologies 7:30pm - 8:30pm- CONFIRMED

Lessons learned?
Individual Research Pitches (2- minutes pitch) –

Individual Research papers due on Canvas – March 18

Important Note:
1. Follow SU guidelines on the honor code.
2. For disability guidelines please refer to the appropriate administrative offices.
4. **Strictly avoid missing classes**

GOOD LUCK!

**Alternative Topics:**

**Sample Readings Topic 10: Trade, Tariffs, & Treaties**

**Sample Readings Topic 7: Technology & communication**
(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.