



## **BUS 361 Global Business Practices Fall 2013**

### **Class Schedule**

Time : Wednesdays & Fridays, 2:30 – 3:45 p.m.  
Location : Room RE LL120

### **Instructor Information**

Instructor : Dr. Aries Sutantoputra  
Phone : 403-410-2000 (ext. 6907)  
Email : ASutantoputra@ambrose.edu  
Office : Room L2052

Office hours:

- Wednesday and Fridays 3:45 – 4:45 p.m.
- By appointment

### **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. The global business practices course is intended to be a challenging advanced management course for the undergraduate business student. 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 adaptation.
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
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. Understand the tools and techniques used to provide motivation and incentives for employees across cultures.
12. Understand the importance of leadership to international management, including the role of different leadership types and practices.
13. 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* (8<sup>th</sup> 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	15	80% to 84%	B+	Good
		76% to 79%	B	
		72% to 75%	B-	
Case Study 1 – Group Report	5	68% to 71%	C+	Satisfactory
Case Study 2 – Group Report + Presentation	10	64% to 67%	C	
		60% to 63%	C-	
Group Project: Foreign Entry Strategy + Presentation	25	55% to 59%	D+	Minimal Pass
		50% to 54%	D	
Midterm exam	15	0% to 49%	F	Failure
Final exam	20			
<b>TOTAL</b>	<b>100</b>			

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.

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 3-4 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.

## **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. There will be two case studies that need to be analyzed and solved. The final products of these assignments will be in the form of case study reports and a presentation (i.e for the 2nd case study). 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 ten 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 exam.

## **Important Dates for Registration, Withdrawal, and Course Auditing**

*September 15, 2013, is the last day to enter a course without permission, or to withdraw from a course without incurring a financial penalty in terms of tuition refund, or to change to audit.*

*November 12, 2013, is the last day to voluntarily withdraw from a course without academic penalty.*

*Course withdrawal forms are available from the Registrar. Students who do not follow the proper withdrawal procedures will be recorded as having failed the course.*

### **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.

### Important Notes

*Students are advised to retain this syllabus for their records. It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Student Handbook and 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](mailto:privacy@ambrose.edu).*

*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 appropriate deadline (as listed in the Academic Calendar <https://www.ambrose.edu/publications/academiccalendar>). Course extensions are only granted for serious issues that arise "due to circumstances beyond the student's control."*



*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 Ambrose. Students are expected to be familiar with the policy statements in the current academic calendar and the student handbook 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.*

*Course changes, including adding or dropping a course, may be made during the Registration Revision period, as outlined in the Calendar of Events. All course changes must be recorded on a Registration form, available from the Office of the Registrar. Due to circumstances such as class size, prerequisites or academic policy, the submission of a Registration form does not guarantee that a course will be added or removed from a student's registration. Students may change the designation of any class from credit to audit up to the date specified in the Calendar of Events, although students are not entitled to a tuition adjustment or refund after the Registration Revision period.*

*Withdrawal from courses after the Registration Revision period will not be eligible for tuition refund. Students intending to withdraw from some or all of their courses must submit a completed Registration form to the Registrar's office. The dates by which students may voluntarily withdraw from a course without penalty are listed in the Calendar of Events. A grade of 'W' will be recorded on the student's transcript for any withdrawals from courses made after the end of the Registration Revision period and before the Withdrawal Deadline (also listed in the Calendar of Events). 'W' grades are not included in grade point average calculations. A limit on the number of courses from which Academic a student is permitted to withdraw may be imposed. 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.*

*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.*

**BUS 361 Global Business Practices**  
**Wednesdays & Fridays, 2:30 – 3:45 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	Wed, 4 Sept 2013	<b>Part I: Environmental Foundation</b>	Course Introduction  <i>1. Globalization and International Linkages</i>	Course Syllabus  LD, Chpt.1
	Fri, 6 Sept 2013		<i>1. Globalization and International Linkages</i>	Chpt.1 (Contd.)  Case (Discussion): Colgate’s Distasteful Toothpaste  Video: Outsourcing to India
2	Wed, 11 Sept 2013	<b>Part I: Environmental Foundation</b>	<i>2. The Political, Legal, and Technological Environment</i>	LD, Chpt. 2  Globalization Impact project review  Video: Google China
	Fri, 13 Sept 2013			Chpt. 2 (Contd.)  Case (Discussion): Student Advocacy and “Sweatshop” Labor: The Case of Russell Athletic
3	Wed, 18 Sept 2013	<b>Part I: Environmental Foundation</b>	<i>3. Ethics and Social Responsibility</i>	LD, Chpt. 3  Case Study Report and Presentation review
	Fri, 20 Sept 2013			Chpt.3 (Contd.)  An ethics role-playing case: stockholders versus stakeholders

Week	Dates	Unit	Topics	Readings and Tasks
				(Global/Sri Lanka)
4	Wed, 25 Sept 2013	<b>Part II: The Role of Culture</b>	<b>No Class – Spiritual Emphasis Day</b>	
	Fri, 27 Sept 2013		<i>4. The Meanings and Dimensions of Culture</i>	LD, Chpt. 4 Exercise (In-class exercise): The Culture Quiz
5	Wed, 2 Oct 2013	<b>Part II: The Role of Culture</b>		Chpt. 4 (Contd.)
	Fri, 4 Oct 2013		No Class	Work on Globalization Impact project  <b>Globalization Impact project due in Moodle by Monday, 7<sup>th</sup> Oct 2013 11:59 p.m.</b>
6	Wed, 9 Oct 2013	<b>Part II: The Role of Culture</b>	<i>5. Managing Across Culture</i>	Globalization Impact discussions  LD, Chpt. 5  Cases (Discussion): Coca Cola in India  Video: Camacari: Ford's Most Advanced Assembly Plant
	Fri, 11 Oct 2013		<i>6. Organizational Culture and Diversity</i>	Chpt. 5 (Contd.) LD, Chpt. 6 Case (Student Group Presentation I): Pharmaceutical Companies, Intellectual Property, and the Global AIDS Epidemic
7	Wed, 16 Oct 2013	<b>Part II: The Role of Culture</b>	<i>7. Cross-Culture Communication</i>	Chpt. 6 (Contd.)  LD, Chpt. 7

Week	Dates	Unit	Topics	Readings and Tasks
			<i>and Negotiation</i>	Case (Student Group Presentation II): Wal-Mart's Global Strategies
	Fri, 18 Oct 2013			Chpt. 7 (Contd.)
8	Wed, 23 Oct 2013	<b>Part 3: International Strategic Management</b>	<b>Mid-Term Exam</b>	
	Fri, 25 Oct 2013		<i>8. Strategy Formulation and Implementation</i>	Group Project: Foreign Entry Strategy Review LD, Chpt. 8 Video: Danone Expands its Pantry to Woo the World's Poor
9	Wed, 30 Oct 2013	<b>Part 3: International Strategic Management</b>		Chpt. 8 (Contd.)
	Fri, 1 Nov 2013		<i>9. Entry Strategies and Organizational Structures</i>	LD, Chpt. 9 Case (Student Group Presentation III): Can Sony Regain Its Innovative Edge? The OLED Project Video: Starbucks Steams Into China
10	Wed, 6 Nov 2013	<b>Part III: International Strategic Management</b>		Chpt. 9 (Contd.) Case (Discussion): Tata "Nano": The People's Car
	Fri, 8 Nov 2013		<i>10. Managing Political Risk, Government Relations, and Alliances</i>	LD, Chpt. 10 Case (Discussion): Microsoft Opens the Gates: Patent, Piracy, and Political Challenges in China
11	Wed, 13 Nov 2013	<b>Part III: International Strategic Management</b>		LD, Chpt. 10 (Contd.)
	Fri, 15 Nov 2013		<i>11. Management Decision and</i>	LD, Chapter 11 Case (Student Group Presentation IV): The

Week	Dates	Unit	Topics	Readings and Tasks
			<i>Control</i>	Ascendance of AirAsia: Building a Successful Budget Airline in Asia
12	Wed, 20 Nov 2013	<b>Part III: International Strategic Management</b>		LD, Chpt. 11 (Contd.)  Video: Fulfillment by Amazon.com
	Fri, 22 Nov 2013	<b>Part IV: Organizational Behavior and Human Resource Management</b>	<i>12. Motivation Across Cultures</i>	LD, Chpt. 12  Case (Student Group Presentation V): Chiquita's Global Turnaround
13	Wed, 27 Nov 2013	<b>Part IV: Organizational Behavior and Human Resource Management</b>	<i>13. Leadership Across Cultures</i>	Chpt. 12 (Contd.)  LD, Chapter 13
	Fri, 29 Nov 2013			Chpt. 13 (Contd.)  Case (Discussion): A Copy Shop Goes Global  <b>Foreign Entry Strategy project due in Moodle by Monday, 2<sup>nd</sup> Dec 2013 11:59 p.m.</b>
14	Wed, 4 Dec 2013		Group Project Presentations	
	Fri, 6 Dec 2013		Group Project Presentations	
15	Wednesday, 11 <sup>th</sup> Dec 2013	<b>FINAL EXAM</b>  <b>9 a.m. – 12 p.m.</b>  <b>Room: A2210</b>		