



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

**CARLETON UNIVERSITY
INTERNATIONAL BUSINESS
BUSI3703A
WINTER 2020
INTERNATIONAL AND COMPARATIVE MANAGEMENT
(JANUARY 06-APRIL 07, 2020)**

Instructor: Moses N. Kiggundu
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TA: TBA
Office Hours: TBA
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Course meets: *Wednesday, 2:35-5:25 pm

Pre-requisites & precluded Courses:

Second--year standing and BUSI 2101 or BUSI 2702 with a grade of C or higher.

Course Calendar description from the 2019/2020 University calendar:

The management of large organizations spanning national boundaries, including domestic firms with international markets, and multinational corporations. Difficulties of maintaining communication and control in international operations in disparate cultural settings.

Course Description:

The course takes a strategic approach to international and comparative management with a focus on an examination of the forces driving globalization and deglobalization in both developed and emerging economies. It starts with the local to the global. A key objective is to help students to understand the main issues key actors (multinational companies and their managers, domestic firms, emerging economies, etc.) confront when they go global or manage globally, and the skills and competencies they need to cope with changes in globalization and deglobalization at home and abroad.

Various methods of learning will be used during the semester, including lectures, case analyses, discussions, current events, stories, groupwork, internet, videos, etc. Students must study all assigned readings and come to class prepared to engage in informed discussion. Students are also encouraged to bring in own local, international and intercultural experiences as may be relevant for the course. Exchange and international students are particularly welcome in this course.

Learning Outcomes:

1. Understand, differentiate and apply theories, concepts, models, tools and practices of comparative and international management, different from domestic management, with a focus on global firms, their employees and emerging economies.
2. Explain the changing challenges and opportunities global firms and their stakeholders face at home and abroad in the everchanging global economy and society. Discuss current forces driving globalization and deglobalization in Canada and other parts of the world.
3. Develop and apply analytical and problem-solving knowledge and skills for dealing with complex, often conflicting and dynamic demands of managing organizations in the global economy and society, including under conditions of deglobalization.
4. Develop and demonstrate effective communications and presentation knowledge and skills, working individually and in novel heterogenous groups with fellow students from different backgrounds.
5. Draw on students' own national or cultural background(s) to discuss the richness and diversity of the local (Ottawa), national (Canada), regional (North America), and the wider global economy and society, undertaking and presenting findings of group field projects.
6. Develop and demonstrate effective cross-cultural interactions and a global mindset by way of class discussions and working in mixed groups.
7. Develop deeper appreciation of and awareness of life, work, political and socio-cultural relations in a *select emerging economy* and provide frugal innovation solutions to most pressing challenges (e.g. Sustainable

Development Goals, SDGs). Reflect on the implications of social responsibility and climate change on global firms, their business ecosystems and society in general.

Reading(s)/Textbook(s)/Required Materials:

1. **Required Textbook: *Global Strategic Management*, Fourth Edition, 2018, by Philippe Lasserre. Palgrave, Macmillan Education. (Available in the University Bookstore. Students have the option to purchase softcover or ebook version of the textbook.**
2. **Readings on frugal innovation in emerging economies (to be provided in Class).**
3. **Other Readings as may be assigned.**

Course Requirements & Methods of Evaluation (including due dates):

1. **Class attendance is mandatory**
2. **Groupwork is mandatory--students will be required to work in heterogenous groups (details in class).**
3. **Students must participate in all Grading Scheme items in order to get a passing grade.**

Grading Scheme:

1. Class Attendance and Active In-Class Engagement.....	10%
2. Group Field Project: In Class Presentation & Group Reports Feb 25	15%
3. Midterm Exam and Take- Home Question: March 04	35%
4. End of Term In-Class Test: March 18	20%
5. End of Term Group Presentations: Emerging Economies and MM: Last 2 classes	10%
6. Group Report: Emerging Economies & MM.... April 01, 2019	10%-
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TOTAL.....	100%

NB:

1. **Students must participate in ALL the items listed above in order to obtain a passing grade in this course. Failure to do so will result in failing**
2. **the course.**

3. Final grades may be adjusted to accommodate or adjust for individual or group performance. Final Grades are subject to the Spratt School Dean's approval.
4. When handing in Assignments or Term Reports, etc. always keep a hard copy
5. Exams and Assignments will be submitted in class and /or CULearn, as may be specified.
6. Students are advised to respect copyright laws and relevant University policies, procedures and regulations including those governing plagiarism.

Note: This Course Has no Scheduled University Final Examination.

Class Attendance and Participation: *Attendance in this class is mandatory.* The Professor reserves the right to take attendance records at randomly selected classes. Any student who is unable to come to class must inform the Professor or the TA before class. In addition to physical presence, **the course requires each student to come to class prepared to actively engage in the discussions of the day (This is the essence of In-Class Active Engagement).** Make sure to have read all assigned readings for the class; take note of possible areas of contributions that you feel particularly knowledgeable about or controversial topics of interest.

To make it easier for the Professor to recognize your contributions, **please place a name tag as you're known in the official class list on the desk or use a nametag.** Do not use only your first name as there are often several students with the same first name. Your name tag should include your **FULL NAME.**

Selected Emerging Economies

With the help of the Professor, each student will select an Emerging Economy designated by the Professor to use as a reference point in this class. Details will be given in class.

Group In-Class Case Work

With the help of the Professor, students will form groups of **five highly heterogeneous memberships.** Each group will: (1) undertake a group field project, (2) prepare and make in-class presentations on topics to be assigned and (2) prepare a written report (s) based on the topic presented for dissemination to the rest of the class. Students will work individually and in groups to explore the practical meaning of comparative and international business in the Ottawa area/ Canada and Emerging Economies. International and Exchange Students are welcome in this class and will be equally distributed among class Groups. Group work must include face-to-face meetings among group members. **Details will be given in class.**

Students' Active Participation and Engagement

In addition to mandatory attendance, students are expected to actively participate and be fully involved in class discussions and group activities. Students must come to class prepared to discuss assigned readings and cases. Students are encouraged to be actively involved and participate in class discussions to achieve deeper learning. Assessment of participation is based on knowledge of international issues, contributions to class discussions, which may take the form of asking or answering questions, making relevant and timely comments, giving examples that help illustrate important aspects of class discussions, or provoking meaningful discussions. Students with special needs should see the Professor before or after class, during office hours or by appointment.

IMPORTANT NOTES ON EVALUATION:

1. If you're not sure how your work will be evaluated on any aspect of the Grading Scheme, please consult the Professor or the TA for clarification.
2. All students are expected to be **personally present for tests and examinations**. Failure to attend will result in a failing grade. Students with legitimate reasons must immediately report their absence to the appropriate authorities (Registrar's Office in case of University Exams).
3. **English is the medium of instruction:** Both spoken and written work will be judged on content as well as grammar, style, organization, formatting and presentation. For further details, consult "Proper Formatting & Documentation Guidelines": http://sprott.carleton.ca/academic_programs/index.htm. Click on "Useful Links" then "Paper Writing Guidelines".
4. *Supplemental and grade raising exams are not available for this course.*
5. Students must record, double check and observe all due dates.
6. Group assignments may include peer evaluations (details in class).
7. If circumstances change some aspects of the Grading Scheme may be changed in which case students will be informed as soon as possible.

Course Schedule:

Cases and other in-class learning materials will be provided in class

Class 1: January 08

Part 1: Global Context of Comparative and International Management:

Introduction: Course, Students, Professor, Groups, Selected Emerging Economies. Study PL (Philippe Lasserre): Tour of the book, pp xxviii-xxx, Introduction to 4th Edition, ppxxxii-xl

chapter 1: Globalization of Markets and Competition.

- **Globalization and Deglobalization: Definitions & Factors that Push for or Against**
- **Globalization at the Level of The Firm, p.13-18**

- **The Global Multi-Local Mapping**
- **Mini-Cases and Learning Assignments**

Chapter 16: Current and Future Trends in Globalization

- **Global Trends, Risks & Challenges**
- **Future Scenarios & Scenario building**
- **The Future of Global Corporations**

Class 2: January 15

Complete Group and EE Selections

The Emerging Global Environment: Study PL Chapter 2

- **Characteristics of Emerging Economies**
- **Markets and Outsourcing Opportunities EEs Offer to global firms**
- **Strategic Development of Competitors from EEs**
- **Canada and Emerging Economies: Globalization & Deglobalization**
- **Learning Assignments and Selected Emerging Economies (SEEs)**

Class 3: January 22

Globalization, Societies and Cultures; Sustainable Development & Social Responsibility: PL Chapter 3 &4

- **Understanding Culture/cultural differences, economic organizations & business systems, associated managerial issues, economic culture, international negotiations, doing business across cultures**
- **Reflections on Class and Group compositions; Canada: Where it has been, where it is today, and where it is headed. Other OECD Countries.**
- **International Negotiations (East, West, North, South)**
- **Sustainable Development (SDGs) and Social Responsibility**
- **Natural Resources, Socioeconomic Development, Social Responsibility and Climate Change, Corporate Social Responsibility, Code of Ethics**
- **The Ugly Face of: Corruption, Child Labor, Human Trafficking, Human Rights Abuses, Illegal Migration, Financial Malpractices, Tax Evasion, Sex Tourism, Drug Trafficking, etc. What Role for Global Firms?**
- **The Three Models of Capitalism: Shareholders, Government, Stakeholders**
- **Reflections on Implications for SEEs...Individual, in the Groups**
- **Applications from Canada, Africa and other Emerging Economies**
 - **Getting to Know your SEE**

Part 11: Global Strategies

Class 5: January 29

Designing A Global Strategy: PL Chapter 5

- Global Strategy and its Components
- Formulation of Global Strategy
- Description of A Global Business System
- Competitive Advantages and the Global Firm
- Partnerships and Strategic Alliances
- Global Strategies and SMEs
- Born Global
- Implications for EEs, SEEs

Class 5: February 05:

Assessing Countries' Attractiveness & Entry Strategies: PL Chapter 6 &7

Cap 6 (Countries Attractiveness):

- Complete Assessment of Market Opportunities and Industry Structure in A Country, Focus on SEEs
- Country Risk Analysis
- Cross-Country Comparisons of Investment Opportunities (Foreign Market Entry decision...Where should we invest?)
- Study Appendix 6.1 & 6.2, pp189-193.

Cap 7 (Entry Strategies):

- Assessing Advantages and Disadvantages of Different Entry Modes & Conduct of Financial Analysis of Alternatives
- Upload and Provide Details about the Group Field Project
- Upload Take-Home Question
- Provide Details About Midterm Exam

Class 6: February 12

Group Field Project Research: No Scheduled Class

- Professor Available for Consultations

February 18-22: READING WEEK: NO CLASSES

Class 7: February 26:

Group Field Projects In-Class Presentations

Details Posted on CULearn

Class 8: March 04

Midterm Exam and Take-Home Question.

Class 9: March 11

Entry Strategies, Strategies Alliances, Mergers and Global Acquisitions: PL Chapters 8 & 9

- **Developing and Managing Global Alliances (cap8)**
- **Where to Link in the Value Chain, phases and modes of integration, (cap 9)**

Part 111: Managing Globally

Read Chapter 14: Global Human Resource Management

- **Expatriate Global Vs Local Staffing: Successes & Failures**
- **Developing a Global Expatriate Policy**
- **Developing Global Training Programs**
- **Developing Local Management Talent**
- **Implications for SEEs**

Class 10: March 18:

End of Term In-Class Test

Class 11: March 25

In Class Group Projects Presentations on Selected Emerging Economies

Class 12: April 01

In-Class Group Projects Presentations on Selected Emerging Economies

Chapters Covered in the Textbook: 1,16,2,3,4,5,6,7, 8, 9 &14.

PL: Textbook Glossary: pp. 465-479; Subject Index, pp. 480-486, Index of Companies and Organizations, pp487-489.

End of Term

ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They

are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Spratt School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term.

For an accommodation request, the processes are as follows:

Pregnancy obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the

first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and is survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton

University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a hard copy of all work that is submitted.
 - All final grades are subject to the Dean's approval.
 - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>
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