



**Carleton University**  
**Spratt School of Business**  
**BUSI 3703 B**  
**International and Comparative Management**  
**Winter 2017**  
**(01/05/2017-04/07/2017)**

INSTRUCTOR: *Moses N. Kiggundu*

OFFICE: 911 DT

CLASS HOURS: Thursday 2:35-5:25

CLASSROOM: 417 SA (Verify before first day of class)

OFFICE HOURS: Thursday 1:00-2:00; and by appointment.

EMAIL: [moses.kiggundu@carleton.ca](mailto:moses.kiggundu@carleton.ca) (Use only this email address for all correspondence with the Professor, including Assignments, Groups, Emergencies, etc. DO NOT USE CuLearn.).

TELEPHONE NUMBER: 613-520-2380

TEACHING ASSISTANT:

NAME: TBA

OFFICE:

OFFICE HOURS:

OTHER CONTACTS:

**Winter Reading Week: February 20-24, 2017**

**COURSE DESCRIPTION AND PRESEQUISITES**

**BUSI 3703 [0.5 credit]**

**International and Comparative Management**

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

**Prerequisite(s):** second-year standing and BUSI2101 or BUSI2702 with a grade of C or higher.

Lectures three hours a week.

**The School of Business enforces all prerequisites.**

### Intended Learning Objectives:

It is expected that students will be able to:

1. Differentiate and apply the theories, concepts, models, tools and practices of *multinational management* in Canada and abroad from *domestic management*
2. Explain the challenges and opportunities facing multinational managers at home and abroad in the new global economy, including:
  - How national cultures, social institutions and systems of governance affect multinational strategies and operations
  - How multinational companies and organizations formulate successful strategies in order to compete and cooperate internationally, and
  - What management systems, structures and processes are used by multinational companies and organizations to successfully implement multinational strategies?
3. Develop and apply analytical and problem-solving knowledge and skills for dealing with complex, often conflicting and dynamic demands of multinational (international & comparative) management
4. Develop and demonstrate effective communications and presentations knowledge and skills working individually and in novel heterogeneous groups with students from different backgrounds.
5. Draw on their own national or cultural background(s) to discuss the richness and diversity of the local (Ottawa), national (Canada), regional (North America), and global economy and global society, identifying and analyzing what is local and global (glocalization) by undertaking and presenting a group field project.
6. Develop and demonstrate effective cross-cultural interactions and a global mindset by way of class discussions and working in heterogeneous groups.

### COURSE FORMAT

Various methods will be used during the semester: lectures, case analysis and discussions, end of chapter questions, student case presentations and discussions, stories, current events relevant to the course, internet, videos, etc.

Students **must study all assigned readings** and **come to class prepared to engage in informed discussions**. *Students are also encouraged to bring in own international and intercultural experiences as may be relevant for class discussions. The course provides students with the opportunity to recognize and celebrate national and cultural diversity among participating students.*

*Exchange and international students are particularly welcome in this course.*

In order to show the relationships between the required readings and the realities of Multinational Management (MM) and International Business (IB), *different from domestic management* we will focus on THREE themes:

1. ***The Local and Global Dimensions of MM & IB***...Evidence from the National Capital Region
2. **Canada and the World: A Multinational Management Approach.**
3. **Global Multinational Corporations (MNC Global Giants): *Doing Well, Going Good and Doing No Harm*; Learning from the Global Economy and Global Society.**

#### **Required Readings:**

1. Text: John B. Cullen and K. Praveen Parboteeah (2014). ***Multinational Management: A strategic Approach.*** 7<sup>TH</sup> EDITION ONLY: DO NOT USE EARLIER EDITIONS; Thomson South-Western, Canada. Ordered through the University Bookstore. ***PLEASE NOTE THAT THIS IS AN E-BOOK.***

#### **DO NOT USE EARLIER EDITIONS.**

2. Other readings as may be assigned: details in class or information posted on CuLearn, the University's learning board.

***Textbook Eleven Chapters to be covered: 1,2,4,5,6,7,9,13, 14, 15, 16, plus assigned cases and readings. CP: Textbook Glossary: pp. 431-441; Subject Index, pp. 442-456.***

#### **Grading Scheme:**

1. Class Attendance and Active Engagement.....	10%
2. In-Class Test and Take-Home Question, Feb. 02, 2017) .....	20%
3. Group Field Project (In-Class Presentations, Feb. 16, 2017) .....	15%
4. Midterm Exam and Take-Home Question, March 16, 2026.....	30%
5. Group Presentations: Selected Multinational Companies, April 06.....	10%
6. Group Report: Selected Multinational Companies....April 09, 2017.....	15%
<b>TOTAL.....</b>	<b>100%</b>

#### **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 the course: Failure with No Deferral, FND.**
2. **Final grades may be adjusted to accommodate or adjust for individual or group performance. Final Grades are subject to the Sprott School Dean's approval.**

3. When hanging in Assignments or Term Reports, etc. always keep a hard copy
4. Exams and Assignments will be submitted in class and /or CULearn, as may be specified on.
5. Students are advised to respect copyright laws and relevant University policies, procedures and regulations including those governing plagiarism.

**Group Field Project: The Group Field Project takes place early in the Course. Therefore, students are required to attend the first day of class, and organize themselves accordingly.**

See Carleton University Financial Services Form: Waivers & Consents (Informed Consents, Assumption of Risk Agreements <https://carleton.ca/financialservices/risk-management/waivers-and-informed-consents/>)

**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. **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.**

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 Company**

**With the help of the Professor, each student will select a multinational business organization (MNC) 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) 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 MM & IB in the Ottawa area/ Canada. International and Exchange Students are welcome in this class and will be equally distributed among class Group. *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 in order 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](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.

### **BUSI3703 Course Schedule**

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

**Class 1: January 05**

### **Part 1: Foundations of Multinational Management:**

**Introduction: Course, Students, Professor. Groups, Selected MNCs. Study CP (Cullen & Parboteeah) chapter 1: Multinational Management in a Changing World:**

- **The Nature of the Multinational Company**

- The Globalizing Economy: A Changing (But Not Stable) Environment for Business
- The Next Generation of Multinational Managers
- Multinational Management: A Strategic Approach

Class 2: January 12

Complete Group and MNC Selections

Culture and National Context of Multinationals: Study CP Chapters 2

- What is Culture? Levels of Culture
- Global National Culture Framework
- Caveats and Cautions

Class 3: January 19

The Institutional Context of Multinational Management: CP Chapter 3

- Social Institutions and their Influence on Society
- Social Inequality
- The National Context and International Management

Class 5: January 26

Part 2: Strategy Content and Formulation for Multinational Companies

Strategic Management in the Multinational Company: Content and Formulation  
CP 5:

- Basic Strategic Content Applied to the Multinational Company
- Strategy Formulation: Traditional Approaches
- The National Context and Organizational Strategy: Overview and Observations
- Assign Take-Home Question (Due Feb 02, 2017).

Class 5: February 02:

In-Class Test (all Materials Covered to Date (First Half of Class))

(Take-Home Exam Due (Details in Class))

Chapter 6: Multinational and Entry-Mode Strategies: Content and Formulation:

- Multinational Strategies: Dealing with the Global-Local Dilemma
- Resolving the Global-Local Dilemma: Formulating A Multinational Strategy
- Political Risk

Group Field Project Presentations. Upload Take Home Reports

Class 6: February 09

**Group Field Project Research: No Scheduled Class**

- Professor Available for Consultations

Class 7 February 16:

**Group Field Projects In-Class Presentations**

- Details Posted on CULearn

Class 8: February 23:

**READING WEEK: NO CLASSES**

Class 9: March 02

Chapters 7 and 9 (Part 3)

Chapter 7:

**Small Business and International Entrepreneurship: Overcoming Barriers and Finding Opportunities:**

- What is a Small Business?
- Internationalization and the Small Business
- Overcoming Small Business Barriers to Internationalization
- When Should a Small Business Go International?
- Getting Connected to the International Market
- New Venture Strategies for Small Multinational Companies
- International Entrepreneurship and Family Businesses

**Part 3: Management Processes in Strategy Implementation: Design Choices for Multinational Companies**

Chapter 9

**International Strategic Alliances: Design and Management**

- Where to Link in the Value Chain
- Choosing a Partner: The Most Important Choice?

- **Choosing an Alliance Type**
- **Informal and Formal International Cooperative Alliances**
- **Negotiating the Agreement**
- **Building the Organization: Organization Design in Strategic Alliances**
- **Commitment and Trust: The Soft Side of Alliance Management**
- **Assessing the Performance of An International Strategic Alliance**
- **What if the Alliance Does Not Work?**
- **Learning to Partner: Building a Dedicated Strategic Alliance Unit and Key Lessons from Cross-Border Alliances**

**Class 10: March 09: Part 3 Continued)**  
**Chapter 14 (Motivation and 15 (Leadership).**

**Chapter 14:**

**Motivation in Multinational Companies:**

- **Work Values and the Meaning of Work**
- **Work Motivation and National Context**
- **National Context and Work Motivation: A Brief Introduction**
- **Theories of Work Motivation in the Multinational Context**

**Chapter 15:**

**Leadership and Management Behavior in Multinational Companies:**

- **Global Leadership: The New Breed**
- **Three Classic Models: A Vocabulary of Leadership**
- **National Context as a Contingency for Leadership Behaviors**
- **Contemporary Leadership Perspectives: Multinational Implications**
- **Getting Results: Should You Do What Works at Home?**

**Class 11: March 16: Midterm Exam: All Materials Covered to Date**

**Class 12: March 23: Chapters 13 (International Negotiations and Cross-Cultural Communication) & 16 (Teams and Knowledge Management in Multinational Corporations)**

**Chapter 13: International Negotiations and Cross-Cultural Communication:**

- **The basics of Cross-cultural Communication**
- **International Negotiation**
- **The Successful International Negotiator: Personal Characteristics**



**Chapter 16: Teams and Knowledge Management in Multinational Corporations:**

- The nature of Global Teams
- Knowledge Management

**Class 13: March 30: In-Class Group Projects Presentations on Selected Multinational Companies (1).**

**Class 14: April 06: In-Class Group Projects Presentations on Selected Multinational Companies (2).**

- Details in Class.

*End of Term*

*Textbook Eleven Chapters to be covered: 1,2,4,5,6,7,9,13, 15, 16, plus assigned cases and readings.*

*CP: Textbook Glossary: pp. 431-441; Subject Index, pp. 442-456.*

**IMPORTANT ADDITIONAL INFORMATION**

**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 Sprott 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.

**Medical certificate**

Please note that in all occasions that call for a medical certificate you must use or furnish the information demanded in the standard university form.

<http://www1.carleton.ca/registrar/forms/>

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      WDN = Withdrawn from the course

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

### **Academic Regulations, Accommodations, Plagiarism, Etc.**

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 Accommodations**

#### **Academic Accommodations for Students with Disabilities**

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your *Letter of Accommodation* at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (*if applicable*). **Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website ([www.carleton.ca/pmc](http://www.carleton.ca/pmc)) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

- The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the April 2017 exam period is March 10, 2017.

#### *For Religious Obligations:*

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to an Equity Services Advisor in the Equity Services Department for assistance.

#### *For Pregnancy:*

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an

appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

### **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 in 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: <http://carleton.ca/studentaffairs/academic-integrity>.

### **Assistance for Students:**

Student Academic Success Centre (SASC): [www.carleton.ca/sasc](http://www.carleton.ca/sasc)

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): [www.carleton.ca/sasc/peer-assisted-study-sessions](http://www.carleton.ca/sasc/peer-assisted-study-sessions)

### **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.
- Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, 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 CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>

<b>IMPORTANT DATES AND DEAD LINES WINTER 2017</b>	
<b>January 2, 2017</b>	University reopens.
<b>January 5, 2017</b>	Winter term classes begin.
<b>January 18, 2017</b>	Last day for registration for winter term courses.
	Last day to change courses or sections (including auditing) for winter term courses.
	Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible

	to graduate in Winter 2017 and must register for the Winter 2017 term.
<b>January 20-22, 27-29, 2017</b>	Fall term deferred final examinations to be held
<b>January 31, 2017</b>	Last day for withdrawal from winter term and winter portion of fall/winter courses with full fee adjustment.
<b>February 1, 2017</b>	Last day for receipt of applications for admission to the Bachelor of Architectural Studies and the Bachelor of Social Work degree programs for the fall/winter session.
<b>February 17, 2017</b>	April examination schedule available online.
<b>February 20, 2017</b>	Statutory holiday. University closed.
<b>February 20-24, 2017</b>	Winter Break, no classes.
<b>March 1, 2017</b>	Last day for receipt of applications from potential spring (June) graduates.
	Last day for receipt of applications to Bachelor of Humanities, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design), Bachelor of Journalism, Bachelor of Journalism and Humanities, and the Bachelor of Music degree programs for the fall/winter session.
	Last day for receipt of applications for admission to an undergraduate program for the summer term.
	Last day for receipt of applications for admission from candidates who wish to be guaranteed consideration for financial assistance (including Carleton fellowships, scholarships and teaching assistantships) administered by Carleton University. Candidates whose applications are received after the March 1 deadline may be considered for the award of a fellowship, scholarship or teaching assistantship. (Graduate students only)
<b>March 10, 2017</b>	Last day to request formal exam accommodations for April examinations

to the Paul Menton Centre for Students with Disabilities. Note that it may not be possible to fulfil accommodation requests received after the specified deadlines.

<b>March 24, 2017</b>	Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of the Undergraduate Calendar).
<b>April 1, 2017</b>	Last day for receipt of applications for admission to an undergraduate program for the fall/winter session, from candidates whose documents originate outside Canada or the United States, except for applications due February 1 or March 1.
<b>April 7, 2017</b>	Winter term ends.
	Last day of fall/winter and winter term classes.
	Last day for academic withdrawal from fall/winter and winter term courses.
	Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter term courses.
<b>April 10-25, 2017</b>	Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all seven days of the week.
<b>April 14, 2017</b>	Statutory holiday, University closed.
<b>April 25, 2017</b>	All take home examinations are due on this day.
<b>May 1, 2017</b>	Last day for receipt of applications for undergraduate internal degree transfers to allow for registration for the summer session.
<b>May 12, 2017</b>	Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible

	to graduate in Spring 2017 and must register for the Summer 2017 term.
<b>May 17-28, 2017</b>	Fall/Winter and Winter term deferred final examinations to be held
<b>June 1, 2017</b>	Last day for receipt of applications for admission to an undergraduate program for the fall/winter session except for applications due February 1 or March 1 or April 1.

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