



Carleton University
Spratt School of Business
BUSI 3703 B
International and Comparative Management
Winter 2018
(01/08/2018-04/11/2018)

INSTRUCTOR: *Moses N. Kiggundu*

OFFICE: 911 DT

CLASS HOURS: Monday 11:35- 2:25

CLASSROOM: 517 SA (Verify before first day of class)

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

EMAIL: 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 19-23, 2018

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 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. Understand and experiment with Canada's standing in the global economy and global society, especially as relates to emerging economies: China and Africa
5. Develop and demonstrate effective communications and presentations knowledge and skills working individually and in novel heterogeneous groups with students from different backgrounds.
6. 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.
7. Develop and demonstrate effective cross-cultural interactions and a global mindset by way of class discussions and working in heterogeneous groups.
8. Develop deeper appreciation and experience life, work, political and socio-cultural relations in a *select* emerging economy.

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.

Thematic Focus:

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. ***Canada in the World: Relationships with Emerging Economies:*** Evidence from the National Capital Region
2. ***Evolution and Dynamics of Global Manufacturing (“The Factory”): China, Africa and Multinational Management (“The Factory”, and the Flying Geese).***
3. ***Multinational Management: Global Multinational Corporations (MNC Global Giants) and Small and Medium Enterprises (SMEs) in Emerging Economies.***

Required Readings:

1. Text: John B. Cullen and K. Praveen Parboteeah (2017). ***Multinational Management: A strategic Approach***. 7TH EDITION ONLY: DO NOT USE EARLIER EDITIONS; Thomson South-Western, Canada. Ordered through the University Bookstore. ***PLEASE NOTE THAT THIS IS AN E-BOOK.*** (ISBN:9781337494991)
2. Irene Yuan Sun. 2017. *The Next Factory of the World: How Chinese Investment is Shaping Africa*. Boston, Mass: Harvard Business Review Press (ISBN: 978-1-63369-281-7). Ordered through the University Bookstore with a 20% Discount.
3. Other readings as may be assigned: details in class or information posted on CuLearn, the University’s learning board.

NB: Additional Readings May be assigned during the Course as may be needed
Textbook Ten Chapters to be covered: 1,2,3, 4,5,6,7, 9,10,16, plus assigned cases and readings. CP: Textbook Glossary: pp. 431-441; Subject Index, pp. 442-456.

Grading Scheme:

1. Class Attendance and Active In-Class Engagement.....	10%
2. Group Field Project: In Class Presentation & Group Reports Feb 26	15%
3. Midterm Exam and Take- Home Question*: March 05.....	35%
4. End of Term In-Class Test**: March 26.....	20%
5. End of Term Group Presentations: Emerging Economies and MM: Last 2 classes.....	10%
6. Group Report: Emerging Economies & MM....April 11, 2018.....	10%-
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TOTAL.....	100%

*To cover CP caps 1-7 plus class discussions, Field Project, (May Include Yuan Sun)

**To cover CP caps 8,10, 16 + Irene Yuan Sun + other materials discussed in class

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:**
- 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 handing 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 Emerging Economies

With the help of the Professor, each student will select an Emerging Economy from a region different from other group members 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 MM & IB 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. *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.

BUSI3703 Course Schedule

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

Class 1: January 08

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 15

Complete Group and EE Selections

Culture and National Context of Multinationals: Study CP Chapters 2

- **What is Culture? Levels of Culture**
- **Global National Culture Framework**
- **Caveats and Cautions**
- **Introduction to Irene Yuan Sun's Next Factory of the World**
- **Canada and Emerging Economies**

Class 3: January 22**The Institutional Context of Multinational Management: CP Chapters 3 &4**

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

Managing Ethical and Social Responsibility Challenges in Multinational Companies and Emerging Economies (CP cap 4; Irene Sun)

- Ethical Philosophy
- National Differences in Business Ethics and Social Responsibility
- Towards National Ethics
- Ethical Dilemma in MM
- Applications from Canada and Emerging Economies

Class 5: January 29**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
- The Next Factory (Irene Sun):

Class 5: February 05:**Chapters 6 and 7: 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

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**

The Next Factory of the World: Irene Sun

Upload and Provide Details of 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 19-23: READING WEEK: NO CLASSES

Class 7: February 26:

Group Field Projects In-Class Presentations

- **Details Posted on CULearn**

Class 8: March 05

Midterm Exam and Take-Home Question.

Class 9: March 12

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

Chapters 9 & 10

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**

Chapter 10: Multinational E-Commerce; Strategies and Structures

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?**

The Next Factory of the World: E-Commerce in Emerging Economies, Africa (Irene Sun, etc.)

Class 10: March 19

Chapter 16: Teams and Knowledge Management in Multinational Corporations:

- **The nature of Global Teams**
- **Building the Global team**
- **Benefits of Using Global Teams**
- **Knowledge Management**

Teams and Knowledge Management in Emerging Economies

Provide information about End of Term In-Class Exam

Class 11: March 26

End on Term In-Class Test

Class 12: April 02

In-Class Group Projects Presentations on Selected Emerging Economies and Multinational Management with reference to the Next Factory (1).

Class 13: April 06

In-Class Group Projects Presentations on Selected Emerging Economies and Multinational Management with reference to the Next factory (2).

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

End of Term

IMPORTANT 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 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.

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, Accommodations, 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

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 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) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

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 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/>

Important Dates and Deadlines – Winter 2018 Graduate, Undergraduate and Special Students

January 2

University reopens at 8:30 a.m.

January 8

Winter term classes begin.

January 12

OSAP deferral deadline. [Late payment charges and late registration charges](#) applied to the student account on or after this date for eligible OSAP students.

January 19

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 2018 and must register for the Winter 2018 term.

January 19-21, 26-28

Fall-term deferred examinations will be held.

January 31

Last day for a [fee adjustment](#) when withdrawing from Winter term courses or the Winter portion of two-term courses (financial withdrawal). Withdrawals after this date will create no financial change to Winter term fees and will result in a grade(s) of WDN appearing on your official transcript.

February 16

April examination schedule available online.

February 19

Statutory holiday, University closed.

February 19-23

Winter Break. Classes are suspended.

March 1

Last day for receipt of applications from potential spring (June) graduates.

Last day for receipt of applications for admission to an undergraduate program for the summer term.

March 9

Last day to request formal exam accommodations for April examinations to the Paul Menton Centre for Students with Disabilities. Late requests will be considered on case-by-case basis.

Date TBA

[Last day to pay any remaining balance on your Student Account](#) to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents. An account balance may delay Summer 2018 course selection.

March 27

Last day for summative or final examinations in winter term or fall/winter courses before the official examination period (see [Examination Regulations](#) in the Academic Regulations of the University section of the Undergraduate Calendar).

March 30

Statutory holiday, University closed.

April 7

[Last day to pay any remaining balance on your Student Account](#) to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents.

April 11

Winter term ends.

Last day of fall/winter and winter-term classes.

Classes follow a Friday schedule

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.

April 12-13

No classes or examinations take place.

April 14-26

Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all 7 days of the week.

April 26

All take home examinations are due on this day.

May 11

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 2018 and must register for the Summer 2018 term.

May 18-29

Fall/winter and winter term deferred final examinations will be held.
