



Carleton University
Spratt School of Business
BUSI 3703 A
International and Comparative Management
Winter 2019
(01/07/2019-04/19/2019)

INSTRUCTOR: *Moses N. Kiggundu*

OFFICE: 911 DT

CLASS HOURS: Tuesday 11:35-14:25

CLASSROOM: TBA

OFFICE HOURS: Tuesday 15:00-16:00; 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 18-22, 2019

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 with a focus on Africa as one of the "last" frontier economies.
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 Continental, NAC), 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 of 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 Doing Business in the World's Growth Markets (Emerging Economies): e.g. China, Africa and Multinational Management.***
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. Acha Leke, Mutsa Chironga & Georges Desvaux (2018). ***Africa's Business Revolution: How to Succeed in the World's Next Big Growth Market.*** Harvard Business Review Press. Available at www.hbr.org and on Amazon. (ISBN: 9781633694408; e ISBN: 9781633694415).
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 09, 2019.....	10%-
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TOTAL.....	100%

*To cover CP caps 1-7 plus class discussions, Field Project, (May include Leke, et al. 2018).

**To cover CP caps 8,10, 16 + Leke, et. al, may include prior chapters and 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.**
- 5. 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.

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 (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 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. 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.

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 Leke, et. al Africa's Business Revolution: How to Succeed in the World's Next Big Growth Market.**
- **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; Leke, et. al)

- **Ethical Philosophy**
- **National Differences in Business Ethics and Social Responsibility**
- **Towards National Ethics**
- **Ethical Dilemma in MM**
- **Applications from Canada, Africa 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**
- **Africa's Big Revolution (Leke, et. al):**

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**
- **Leke, et al.**

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**

Africa' Business Revolution: How to Succeed in the World's Next Big Growth Market (s).

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 18-22: 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
- Applications for Businesses in Africa (formal & informal Economies)

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?
- How doe these apply to Africa's business ecosystem (s)?

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.

Class 13: April 09

In-Class Group Projects Presentations on Selected Emerging Economies and Multinational Management.

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

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 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

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/>