

CARLETON UNIVERSITY



BUSI 3703 A **International and Comparative Management** **Fall 2014** **(09/04/2014-12/08/2014)**

INSTRUCTOR: *Moses N. Kiggundu*

OFFICE: 911 DT

OFFICE HOURS: Wednesday, 15:00-16:00 and Thursday, 13:00-14:00 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:

Email:

Course Meets: Thursdays, 14:35-17:25, Classroom: SA 517 (Verify before first day of class)

Fall Reading Week: October 27-October 31, 2014.

Prerequisite(s) & Precluded Courses: second-year standing, BUSI2702 as well as [BUSI 2101](#) with a grade of C or higher.

The School of Business enforces all prerequisites.

Course Descriptions and Objectives:

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.

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 in Canada 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 and 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.

Reading (s)/Textbook (s):

Required Textbook:

Text: John B. Cullen and K. Praveen Parboteeah (2014). *Multinational Management: A strategic Approach*. 6TH EDITION ONLY: DO NOT USE EARLIER EDITIONS; Thomson South-Western, Canada. The book has been ordered through the University Bookstore. It may also be available through other outlets.

DO NOT USE EARLIER EDITIONS.

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

Course Requirements & Methods of Evaluation:

Lectures Three hours per week.

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.

THEMES:

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. **West-East Ambiculturalism:** (Changing West-East Relations and possible effects on MM & IB)
3. **Global Multinational Corporations (MNC Global Giants): Doing Well & Going Good; Learning from the Global Economy and Global Society.**

Methods of Evaluation:

1. First In-Class Test and Take-Home Question (LO 1-6) **Sept 25, 2014**.....15%
 2. Class Attendance and Active Engagement (LO 1-6).....10%
 3. Group Field Project In-Class Presentation (LO 1-3, 4,5,6) **Oct 09, 2014**.....10%
 4. Midterm Exam and a Take-Home Question (ALL Materials Covered to date) **Oct. 23, 2014**.....20%
 5. In-Class Test #2 and a Take-Home Question (LO 1-6) **Nov. 20, 2014**.....20%
 6. Group Presentations (LO 1-3, 4, 6) **Nov. 27 & Dec. 04,, 2014**.....10%
 7. Group Report(LO 1-3, 4-6) **Dec. 08, 2014**.....15%
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TOTAL.....100%

NB: Students must participate in ALL items of evaluation listed above in order to obtain a passing grade in this course. Failure to do so will result in failing the course.

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.

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, and identify important or controversial areas of contributions that you feel particularly knowledgeable about,**

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 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 *four 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. ***Details will be given in class.***

Students with special needs should see the Professor during office hours.

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 Evaluation Methods may be changed in which case students will be informed as soon as possible.

COURSE SCHEDULE

| Class & Date | Topic | Readings | In-Class Activities |
|-----------------|---|---|---|
| 1 Sept 04 | Introduction: Setting the Stage International & Comparative Management | CP ¹ cap 1: Multinational Management in a Changing World | Introduction to Course: Professor. Students, Global Scoping: from self to global (Use Map in Textbook), survey of class membership Chapter discussion, Questions 1-8. P. 26 Case Discussion: FDI in the Middle East: Riyadh & Dubai, 28-42, Questions 1-4, pp. 34-5 Internet Ex. (WTO), p. 26 <i>Study the Course Outline, note deadlines</i> |
| 2 Sep 11 | The Role of Culture: What does it Mean to us: Ottawa, Canada, Own Identities? | CP 2: Culture and Multinational Management; Cap3 as below | Discussion Questions 1-8, pp.84-89; Skill Builder, steps 1-4 Case Study: Jextra Neighbourhood Stores, Malaysia. Discussion Questions: 1-5, p. 78. <i>Hofstede by Select Countries; or Countries in Student Groups/ Selected Companies</i> Internet Ex. Executive Planet, p. 82. Skill Builder, p.82. <u>Finalize Selection of MNCs, Groups, and Field Work (The Local and the Global in the National Capital Region)</u> |
| 3 Sep 18 | The National Context & Effects on Business Environment | CP 3: The Institutional Context of Multinational Management | ➤ Provide students information about In-Class Test & Take-home Question |

¹ CP= Cullen, John B and Parboteeah K. Praveen (6th edition, 2014) *Multinational Management: A Strategic Approach*. Thomson South-Western.

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|----------------|---|---|---|
| | | | MM & IB in The National Capital Region...: Details in Class Chapter Discussion, 1-7,p.116; State Capitalism, p.97, Islamic Finance, p. 107, Skill Builder, p.116; Internet Ex. Index of Economic Freedom, p.116. Cyber security: Read: Who is afraid of Huawei: cyber espionage or techno-nationalism? http://www.economist.com/node/2159922 August 4th, 2012. |
| 4 Sep 25 | The Local and the Global: The Local Dimensions of MM /IB In-Class Test 1 and Take-Home Question | The Local and the Global in the National Capital Region: Evidence from the field | Hand in Take-Home Question at beginning of the In-class test Provide Students with Information About Group Field Project. |
| 5 Oct 02 | Group Field Class | | |
| End of Part 1 | Integrating Cases for Part 1: Foundations of MM &IB | Shell Oil in Nigeria, pp.167-172 Organizational and National Cultures in a Polish-U.S. Joint Venture, pp.173-178. | Study and Discuss Cases individually and in Groups Shell Oil in Nigeria, pp.167-172 Organizational and National Cultures in a Polish-U.S. Joint Venture, pp.173-178. |
| 6 Oct 09 | Part 2: Strategy Content & Formulation for MM & IB | GROUP PRESENTATIONS (1) The Local and the Global in the National Capital Region: Evidence from the field CP 5: Strategic Management in the multinational Company: Content and Formulation CP 6: Multinational and Entry-Mode Strategies: Content & Formulation | The Value Chain; p.186; Competitive Analysis; Differentiation 7 low Cost Strategies National Context & Organizational strategy, p. 201-2; Discussion Questions, 1-5, p.202; Internet Ex. On Indian law recent changes, p. 203, Skill Builder, Case: Harley-Davidson Dealing with the Global-Local Dilemma , p.216, Exhibits 6.1 to 6.9 FDI: Good or bad, p. 234; Political Risk Assessment & Management, p. 239 Discussion Questions 1-8, p. 243, Internet Ex. P.244 Skill Builder, p.244 Case: Polaris 2008: pp. 245 |
| 7 Oct 16 | International Strategic Alliances (ISAs): Design and Implementation | CP 9: International Strategic Alliances (ISAs): Design & Management | Linking value chain in the Strategic Alliance, p. 354 (EX.9.2), Value chain links in US ISA, p. 356, Ex.9.3, picking partners, p. 355-60, types, p.360, negotiations, p.362, Building Organ. Design, p. 363, the soft stuff, p. 366, Assessing Performance, p. 369, What if ISA does no work, p. 371, lessons of experience, p. 374. Discussion Questions, 1-6, p. 375, Internet Ex. Use your selected company for this class, Skill Builder. Case Studies: |

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|--------------------|---|--|--|
| | | | Tata Motor and Fiat Auto Join Forces, pp. 377-392 (Integrative Case) ➤ Provide Information to Students about the Midterm and Take-Home Question |
| End of Parts 2 & 3 | Integrating Cases for Parts 2&3 | Read: Transition at Whirlpool Tatramat: From Joint Venture to Acquisition, pp.428-442. | Study and discuss cases individually and in groups. |
| 8 Oct 23 | BRING THE TAKE-HOME ESSAY AT BEGINNING OF CLASS | WRITE THE MIDTERM EXAM | MIDTERM EXAM PLUS TAKE-HOME QUESTION |
| Oct 30 | NO CLASSES | READING | WEEK |
| 9 Nov 06 | MNCs in the Global Economy & IHRM | What MNCs Learn When they Go Global CP 11: International Human Resource Management | Use Selected MNC and compare with Panasonic (HBR, Dec.2012: 109-118)** What is IHRMÉ, p.445, Expatriation, p. 446-466, International Assignments for Women, pp466-470, IHRM & International Strategy, p.470-5. Discussion Questions, 1-8, p. 476, Internet Ex. Cost of living Index, p. 476, Skill Builder, p.477. |
| 10 Nov 13 | Strategy Implementation & International HRM/ HRM & National Context | CP12: HRM & Local Context: Knowing When and How to Adapt | HRM Difference among Nations: Recruitment & Selection, T&D, Performance Appraisal, Compensation, Labour Relations, pp492-532. Chapter Discussion: 1-7p.532-3; Internet Ex. ILO (www.ilo.org), Skill Builder, p. 533. Case: Case: The Case of Singhanian and Partners (p536-540). Provide Students Information About In-Class Test #2 and Group Project #2 |
| End of Part 4 | Integrating Case for Part 4 | Cisco Switches in China: The Year of the Manager, pp541-556. | Study and discuss case individually and in groups |
| 11 Nov 20 | | | IN-CLASS TEST #2 AND TAKE-HOME QUESTION |
| 12 Nov 27 | Building Group Communications Skills & Sharing Knowledge | GROUP PRESENTATIONS(2.1) | <i>IN-Class Group Presentations and Group Written Reports</i> |
| 13 Dec 04 | Building Group Communications Skills & Sharing Knowledge | GROUP PRESENTATIONS(2.2) | <i>IN-Class Group Presentations and Group Written Reports.</i> |

➤ **Textbook Eight Chapters to be covered: 1, 2, 3, 5, 6, 9, 11, & 12, plus assigned cases.**

CP: Textbook Glossary: pp. 701-708; Subject Index, pp. 711-732; Company Index, pp. 733-736.

**** What Panasonic Learned in China? Toshiro Wakayama, Junjiro Shintaku, and Tomofumi Amono, *Harvard Business Review*, December, 2012: 109=118. (Available in the University Library).**

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.

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

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|-------------|-------------|-------------|-------------|
| 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 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*). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website 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 December 2014 exam period is November 7, 2014.

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 or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact 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 expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, 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://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Assistance for Students:

Student Academic Success Centre (SASC): 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

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/>
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IMPORTANT DATES

September 2

Fall Term Begins.
Orientation for Teaching Assistants.

September 2-3

Academic Orientation. All students are expected to be on campus. Class and laboratory preparations, departmental introductions for students and other academic preparation activities will be held.

September 4

Fall and fall/winter classes begin.

September 17

Last day of registration for fall term and fall/winter courses.
Last day to change courses or sections (including auditing) for fall/winter and fall term courses.

September 26-28

Summer deferred final examinations to be held.

September 30

Last day to withdraw from Fall term and Fall/Winter courses with a full fee adjustment. Withdrawals after this date will create no financial change to Fall term fees (financial withdrawal).

October 10

December examination schedule (fall term final and fall/winter mid-terms) available online.

October 13

Statutory holiday, University closed.

October 27-31

Fall break. Classes are suspended.

November 7

Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for December examinations.

November 24

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examinations Regulations in the Academic Regulations of the University section of the calendar).

December 8

Fall term ends

Last day of fall-term classes.

Last day for academic withdrawal from fall 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 term courses.

December 9

No classes or examinations take place.

December 10 – 21

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

December 21

All take home examinations are due

December 25 to January 2

University closed

January 5

Winter-term classes begin.

January 16

Last day for registration for winter term courses.

Last day to change courses or sections (including auditing) for winter term courses.

Students who have not deposited (via automated upload) the final copy of their thesis to the office of the Faculty of Graduate and Postdoctoral Affairs must register.

January 31

Last day for a fee adjustment when withdrawing from Winter term courses or the Winter portion of two-term courses. Withdrawals after this date will create no financial change to Winter term fees (financial withdrawal).

February 13

April examination schedule available online.

February 13-21

Fall-term deferred examinations will be held

February 16

Statutory holiday, University closed.

February 16-20

Winter Break. Classes are suspended.

March 1

Last day for UHIP refund applications for International Students who will be graduating this academic year.

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

March 6

Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.

March 24

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examinations Regulations in the Academic Regulations of the University section of the calendar).

April 3

Statutory holiday, University closed.

April 8

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.

April 9-10

No classes or examinations take place

April 11-23

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

June 8-18 (including Saturdays)

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