



**BUSI 3703 B**  
**International and Comparative Management**  
**Winter 2015**  
**(01/05/2015-04/08/2015)**

INSTRUCTOR: *Moses N. Kiggundu*

OFFICE: 911 DT

CLASS HOURS: Monday 2:35-5:25

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

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

EMAIL: [moses.kiggundu@carleton.ca](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 16-20, 2015**

**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 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.

## 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.*** 6<sup>TH</sup> EDITION ONLY: DO NOT USE EARLIER EDITIONS; Thomson South-Western, Canada. Ordered through the University Bookstore. May also be available through other outlets.

#### **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.

#### Grading Scheme:

1. Class Attendance and Active Engagement (LO 1-6).....	10%
2. Group Field Project and Take-Home Question.....(LO 1-3, 4,5,6), <b>Feb 02, 2015</b> .....	15%
3. Midterm Exam and Individual Take-Home Question (ALL Materials Covered to date) <b>Feb. 23, 2015</b> .....	<b>30%</b>
4. In-Class Test and a Take-Home Question (LO 1-6) <b>March 23, 2015</b> .....	20%
5. Group Presentations (LO 1-3, 4, 6) <b>March 30 &amp; April 6, 2015</b> .....	10%
6. Group Reports ( LO 1-3, 4-6), <b>April 08, 2015</b> .....	15%
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TOTAL.....	100%

#### NB:

- **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.**
- **Final grades may be adjusted to accommodate or adjust for individual or group performance.**
- **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; 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. ***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 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](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

### Class 1: January 05

**Introduction: Course, Students, Professor. Study CP (Cullen & Parboteeah) chapter 1: Multinational Management in a Changing World and Case Study: Foreign Direct Investment in the Middle East: Riyadh and Dubai  
Global Scoping; Canada and the World, Multinational Management Approaches**

### Class 2: January 12

**Culture and National Context of Multinationals: Study CP Chapters 2 (Culture) &3 (National Context). Study Case Studies: Jextra Neighbourhood Stores in Malaysia; Google in China**

### Class 3: January 19

**Organizing for the Group Field Project; Selection of MNCs. Study CP Chapter 4: Managing Ethical and Social Responsibility Challenges in Multinational Companies.**

- **Canadian Case Study: Students to undertake independent research of SNC Lavalin: What went wrong, how would you fix it?**
- **Selected MNCs: Students report on the ethical or unethical conduct of their selected MNCs.**

**Class 4: January 26**  
**Group Field Project:**

**Class 5: February 02**

**Group Field Project Presentations. Upload Take Home Reports**

**Class 6: February 09**

**Strategy Content and Formulation for Multinational Organizations.**

**Study: CP 5 (Strategic Management: Content and Formulation), and CP 6 (Multinational and Entry Mode Strategies: Content and Formulations)**

**Case Studies: Harley Davidson: Troubled Times Increase H-D's Reliance on International Sales (CP 5); Polaris 2008 (CP 6).**

**February 16: READING WEEK: NO CLASSES**

**Class 7: February 23**

**Midterm Exam and Take-Home Question. All Materials Covered To date.**

**Class 8: March 02**

**Small Business and International Entrepreneurship: Overcoming Barriers and Finding Opportunities. Study CP 7:**

**Case Study: TATA MOTORS**

**Class 9: March 09**

**International Strategic Alliances (ISAs): Design and Management. Study CP 9**

**Case Study; Tata and Fiat in India: Joining Forces**

**Class 10: March 16**

**International Human Resource Management (IHRM). Study CP 11 & CP 12**

**Case Study: CISCO Switches in China: The year of the Manager.**

**Class 11: March 23**

**In-Class Test and Take-Home Question.**

**Classes 12 & 13: March 30 and April 06.**

**Group Presentations On Selected Multinationals: Innovative Approaches to doing well & Doing Good.**

- ***Textbook Ten Chapters to be covered: 1, 2, 3, 4, 5, 6, 7, 9, 11, & 12, plus assigned cases and readings.***

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

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

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

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50      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*). 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 April 2015 exam period is March 6, 2015.

*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](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/>

**IMPORTANT DATES**



**December 25 to January 2**

University closed

**January 5**

Winter-term classes begin. [Late Charges](#) now apply.

**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.

**Late March (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 2014 course selection.

**April 3**

Statutory holiday, University closed.

**April 8**

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.