

## SEMESTER AT SEA COURSE SYLLABUS

**Voyage: Fall 2013**

**Discipline: Commerce**

**SEMS 3500-502: International Management (Section 2)**

**Upper Division**

**Faculty Name: Charlene A. Dykman, Ph.D.**

### PREREQUISITES

This course is appropriate for students pursuing any academic major. Students enrolled must want to learn about managing international organizations effectively and ethically. Basic understanding of economics and management theories will be helpful, although not required.

### COURSE DESCRIPTION

The purpose of this course is to provide the student with a foundation in the understanding of the impact of cultural variations on managerial practices within global organizations. Topics include cultural variations in organizational strategy, motivating employees, leadership styles, group dynamics, and managerial direction and control. Political and economic risk and human resource implications are addressed. This course utilizes lecture, case studies and/or experiential assignments in addition to readings.

### COURSE OBJECTIVES

Upon successful completion of this course, you will be able to

- Work effectively within a team to develop and present a problem analysis and recommendations for a specific international organization through case study analyses.
- Utilize various resources to analyze specific international organizational situations to support effective decision making.
- Demonstrate understanding of the major Management dilemmas that arise when working internationally and develop successful approaches for addressing these dilemmas.
- Identify and address various perspectives regarding ethics when working internationally.

### REQUIRED TEXTBOOKS

**AUTHOR:** Helen Deresky

**TITLE:** International Management: Managing Across Borders and Cultures, Text and Cases

**PUBLISHER:** Prentice Hall

**ISBN-10 #:** 0-13-306212-0 or **ISBN-13#:** 978-0-13-306212-0

**DATE/EDITION:** 2014- 8<sup>th</sup> Edition (International Edition works fine and is much less expensive)

**AUTHOR:** Marc Levinson

**TITLE:** The Box

**PUBLISHER:** Princeton University Press

**ISBN-10#:** 0691136408 or **ISBN-13#** 978-0691136400

**DATE:** 2008

## ON RESERVE IN THE LIBRARY

Publication Manual of the American Psychological Association – referred to as APA 6<sup>th</sup> Edition in this syllabus.

## TOPICAL OUTLINE OF COURSE

This course in International Management will be taught through the lens of our “Port Experiences” on this Semester at Sea voyage. By “Port Experiences” we don’t mean the visits to different countries and cities within those countries. We are focused on the shipping and transportation “Ports” themselves. There will be focused discussion of the role of shipping containerization in shaping the global economy which we all enjoy today. Ports and their operations, their strategic impacts on the host country, the composition of their work force, the structure of their managerial hierarchies, their human resources practices, and other related aspects of Port Management provide a useful framework for understanding all elements of International Management. Ports and their operations are businesses and they are comprised of people, managers, employees, and all sorts of stakeholders. Ports have their share of politics and power struggles. Conflicts and negotiations are part of the mix at all Ports. Teamwork is essential for a successful Port operation, as is Leadership. Ethical decision making, performance management, and constant change are all challenges faced by Ports. Culture and cultural differences are major elements of the study of International Management and it is obvious that cultural understanding has a deep and important connection for all of us on the Semester at Sea. Ports provide opportunities for rich experiences as the theories we discuss during class come to life during visits to the various ports. While covering numerous topics that one finds in the study of International Management, we will also discuss each port operation prior to our arrival, record our experiences at the port itself in a reflective journal, and then review what we have learned about that particular port operation after we have departed the port. Our Field Lab in this class will include an in-depth study of one port, including interviews with port management, visits to port facilities, review of port documentation, observation of port activities etc.

## SCHEDULE

<b>Assignments of topics, exams, case study presentations, and other activities</b>	<b>Due dates</b>
<b>Introductions and Course Overview Ch. 1 (Deresky) – Assessing the Environment – Political, Economic, Legal, Technological Ch. 1 (Levinson) – The World the Box Made Review of insights from Port of Southampton Discussion and preparation for Port of St. Petersburg</b>	<b>B1 - 8/27</b>
<b>Visit to St. Petersburg</b>	<b>8/29 thru 9/1</b>
<b>Ch. 2 (Deresky) - Managing Interdependence: Social Responsibility and Ethics Ch. 2 (Levinson) – Gridlock on the Docks Assignment to Teams – Distribution of Port Field Lab and Field Assignment Questions</b>	<b>B2 – 9/2</b>

Ch. 3 (Deresky) – Understanding the Role of Culture Ch. 3 (Levinson) - The Trucks Review of insights from Port of St. Petersburg Discussion and preparation for Port of Hamburg	B3 - 9/4
Visit to Hamburg	9/5 thru 9/8
Experiential Exercise – Lost at Sea Review of insights from Port of Hamburg Discussion and preparation for Ports of Antwerp and LeHavre	B4 - 9/10
Visits to Antwerp and LeHavre	9/12 thru 9/14 (Antwerp) 9/15 thru 9/16 (LeHavre)
Ch. 4 (Deresky) – Communicating Across Cultures Ch. 4 (Levinson) – The System Review of insights from Ports of Antwerp and LeHavre	B5 - 9/17
Chapter 5 (Deresky) – Cross-Cultural Negotiation and Decision-Making Discussion and preparation for Port of Dublin	B6 - 9/19
<b>Field Lab for Port of Dublin (9/20)</b> Visit Dublin	9/20-9/23
Ch. 5 (Levinson) -The Battle for NY’s Port Review of insights from Port of Dublin Discussion and preparation for Ports of Lisbon and Cadiz Discussion and preparation for Port of Casablanca	B7 - 9/25
Visit Lisbon and Cadiz	9/27-9/29 (Lisbon) 9/30-10/1 (Cadiz)
Visit Casablanca	10/3 thru 10/6
Ch. 6 (Levinson) -Union Disunion Review of insights from Ports of Lisbon, Cadiz and Casablanca	B8 – 10/7
Preparation for case study presentations Discussion and preparation for Port of Tema (Ghana)	B9 - 10/9
Case Study presentations (Gamma Team) Case #1 – Blackberry in International Markets: Balancing Business interests and Host Nation’s Security Concerns (Global/Middle East)	B10 - 10/12
Case Study Presentations (Epsilon Team) Case #2 – Google’s Orkut in Brazil: What’s So Social About It? (Brazil)	B11 - 10/14
Visit to Ghana	10/15 thru 10/18
Ch. 6 (Deresky) – Formulating Strategy Ch. 7 (Levinson) Setting the Standard Review of insights from Port of Tema (Ghana)	B12 - 10/21
Ch. 7 (Deresky) – Implementing Strategy: Strategic Alliances; Small Businesses; Emerging Economy Firms Ch. 8 – (Levinson) – Takeoff Discussion and preparation for Port of Cape Town Mid-term Journal Entries due	B13 - 10/24

<b>Field Lab for Port of Cape Town (10/26)</b> Visit Cape Town	<b>10/26 thru 10/30</b>
<b>Ch. 9 (Levinson) – Vietnam</b> Review of insights from Port of Cape Town	<b>B14 – 11/1</b>
<b>Ch. 8 (Deresky) – Organization and Control Systems</b> <b>Ch. 10 (Levinson) Ports in a Storm</b> Case Study Preparations	<b>B15 – 11/3</b>
<b>Case Study presentations (Beta Team)</b> <b>Case #3 – Alibaba in 2011: Competing in China and Beyond (China/Global)</b>	<b>B16 - 11/6</b>
<b>Case Study presentations (Zeta Team)</b> <b>Case #4 - Carrefour’s Misadventure in Russia (France/Russia)</b>	<b>B17 - 11/9</b>
<b>Chapter 9 (Deresky) - Staffing, Training and Compensation for Global Operations</b> <b>Ch. 11 (Levinson) - Boom or Bust</b> Discussion and preparation for Port of Buenos Aires	<b>B18 - 11/11</b>
Visit Buenos Aires	<b>11/12 thru 11/16</b>
<b>Ch. 10 (Deresky) – Developing a Global Management Cadre</b> <b>Ch. 12 (Levinson) – The Bigness Complex</b> Review of insights from Port of Buenos Aires Discussion and preparation for Port of Rio de Janeiro	<b>B19 - 11/18</b>
Visit Rio de Janeiro	<b>11/20 thru 11/22</b>
<b>Ch. 11 (Deresky) – Motivating and Leading</b> <b>Ch. 13 (Levinson) – The Shipper’s Revenge</b> Review Insights from Port of Rio de Janeiro Discussion and preparation for Port of Manaus	<b>B20 - 11/24</b>
<b>Case Presentations (Alpha Team)</b> <b>Case #5 – Walmart’s Expansion in Africa: A New Exploration Strategy (U.S./Africa)</b>	<b>B21 - 11/26</b>
<b>Case Presentations (Delta Team)</b> <b>Case #6 – Evaluating the Chrysler-Fiat Auto Alliance in 2012 (Italy/U.S./Global)</b>	<b>B22 - 11/29</b>
Visit Manaus	<b>12/2 thru 12/5</b>
<b>Ch. 14 (Levinson) Just in Time</b> Review of insights from Port of Manaus	<b>B23 - 12/7</b>
Review for Final Exam Integrative Papers due	<b>B24 - 12/9</b>
<b>FINAL EXAM</b>	<b>12/13</b>

### **PACING OF THE COURSE**

As you can see from the schedule above, this class will be very fast-paced. You are expected to read the assigned chapters before the class meets for the session in which it is assigned. With respect to the assigned readings, time during the class sessions will be focused on highlights of the chapters read, discussions about the major issues covered, and clarification about the topics as needed. You are expected to come to class knowledgeable about the chapter contents, with questions ready, and with a commitment to engaging in lively class discussions about the subject at

hand for that particular class. Class time will also be devoted to study of what we know about our upcoming port operations. After the visit to that port, class time will be devoted to what we learned, what we discovered to be different than we had anticipated and what aspects of International Management are involved in the operations of that port.

## **FIELD WORK**

The Semester at Sea offers almost unimaginable opportunities to apply your text-book learning about International Management to the real world of globalization as we progress through our voyage. Since our course focuses on the International Management aspects of Port Management, we will concentrate our Field Lab experience on an in-depth investigation of one of the ports we will visit on this journey. You will be prepared with information about the Port, prior to the lab, along with investigative questions to assist in their analysis. Your Field Lab will result in a 1,000-1,500 word paper, written in APA 6<sup>th</sup> Edition format, discussing your findings related to the port we have visited as a Field Lab. Your paper will include both a Porter's Five Forces model and Value Chain analysis of the Port.

### **Proposed Field Labs:**

1. A visit to the Port of Cape Town, South Africa to meet with administrative personnel who manage the Port. This will include a tour of port operational areas, warehousing facilities, and administrative areas. Meetings with Port officials will be held to discuss the administrative structure of the Port, public/private partnerships, intermodal transportation systems within the Port area, typical cargo and materials handling processes, labor/management relationships, and other concepts related to the management of the Port operations. Additionally, there will be a focus on understanding how Port of Cape Town officials view their unique strategic advantage over their competitors, both other ports and other materials transportation systems in general.
2. A visit to the Port of Dublin, Ireland to meet with administrative personnel who manage the Port. This will include a tour of port operational areas, warehousing facilities, and administrative areas. Meetings with Port officials will be held to discuss the administrative structure of the Port, public/private partnerships, intermodal transportation systems within the Port area, typical cargo and materials handling processes, labor/management relationships, and other concepts related to the management of the Port operations. Additionally, there will be a focus on understanding how Port of Dublin officials view their unique strategic advantage over their competitors, both other ports and other materials transportation systems in general.

Field Assignments differ from Field Labs in that Field Assignments take place throughout the length of our Semester at Sea voyage. Every port that we visit will involve an opportunity to witness the operations of that particular port, to sense the ambiance of the port and the scurry of activities in which all of the port workers engage. Each port will have a unique feel, driven by the culture of the country within which it resides as well as the unique aspects of the culture of the port and its workers, which well may differ from that of its host country. This will give you an opportunity to put on your "International Management Hat" to view your time at the port itself as a visit to an international business and allow you to develop a comparison of all the ports throughout

our voyage.

### **Field Assignments**

All students will keep a contemporaneous journal focused on all ports that are visited during the Semester at Sea. Obviously, as the journey progresses and you learn more about International Management from our class lectures, discussions, and activities, it is expected that the depth of your reflections will increase. The goal is that you view all of these ports from the perspective of a manager interested in international shipping and operations. Think of this as a visit to a McDonalds or a Wendy's, or another similar restaurant. How do you "feel" when you drive up to the restaurant? What are the differences between these restaurants, from your initial approach, to your departure and all that went on in between your arrival and departure from the port. Of course you will also visit various places within that city and the surrounding areas. However, your journal entries should focus on the Port only and the business operations that you have witnessed when arriving and departing. You will submit your journal entries to-date at mid-term for a graded review. Each journal entry must include, at a minimum, a reflection upon the following questions:

1. What was your impression as we approached the port? Assess size, level of activity, types of ships, etc. Was our docking smooth, on-time, as anticipated?
2. Discuss the entry clearance process. Was it well managed? Suggestions for improvement?
3. What about work-related signage? A lot? Very little? Did people seem to know where they were going within the port area itself?
4. Discuss your perceptions of organization and structure? What is your evidence?
5. Upon leaving the port to visit the surrounding area, discuss your impressions of the primacy of the port in the greater community.
6. What is the feel of the work force? Did you witness a lot of hard workers? A lot of standing around awaiting something? Discuss the sense of whether there seemed to be tight supervision or not.
7. How was departure handled? Did it work as expected? If not, why not?
8. What sort of grade would you give the port in terms of its operation as a business? (A-F)

Your journal will serve as the foundation for your integrative paper that is due on the last day of the semester. The paper will be 3,000-5,000 pages long written in APA 6<sup>th</sup> edition format. The paper will be an integration and synthesis of your reflections journal entries. These journal entries will be included as an attachment to the paper. In this paper you will integrate the concepts of International Management that you have learned through this course into the actual real-world experience you have had visiting each of these ports.

### **TEAM CASE STUDY GUIDELINES**

Business Case Studies, with an International Management perspective, offer a wonderful opportunity to apply what you are learning. We will use six case studies during this Semester at Sea. You will be assigned to a Team for the purpose of your case study analyses.

- It is expected that there will be five students per team. I will assign the case study teams. Size may be adjusted based on class enrollments
- Each team will make one case study presentation.

- One team presentation will take place on each Case Study day.
- A set of focused questions will be assigned to each team for each case and these should be used as a guide in preparing for your class presentation and subsequent discussion.
- You will be asked to make managerial recommendations with respect to your particular set of questions.
- Each presentation will be about 30 minutes in length with each student participating equally in the presentation. Question and Answer session will follow.
- You will receive a group grade (10%) and an individual grade (10%) for each Case Study presentation.

### **REFLECTIONS JOURNAL AND INTEGRATIVE PAPER**

As mentioned in the Field Assignments section of the syllabus, you will keep your own personal contemporaneous journal reflecting on your impressions of each of the ports that we visit. This is to be focused on the “Port” itself not your visits to the surrounding areas. This journal will then be tied together through an integrative process that culminates in your paper submitted near the end of the Semester at Sea. This paper will ask you to take a look backward at each of the ports we have visited, the comments you made at the time, and your synthesis and integration of these ports from an International Management focus. You should tie your paper together through application of what you have learned from our textbook about International Management and the role of containerization in the evolution of the global business world. The paper will be 3,000-5,000 word and conform to APA 6<sup>th</sup> Edition formatting guidelines. You may use other resources that you have found through your research that serve to help with the development of your paper. All such resources will be properly cited within the paper itself as included in your reference list. Your entire personal journal will be submitted as an attachment to the paper.

### **QUIZZES**

From time to time, I like to give “pop” quizzes at the start of class. This will happen if it becomes clear that you are not keeping up with the reading assignments and prepared for the class discussions related to assigned readings. Graded quizzes will encourage you to be prepared for each class session and will, as a result, enhance your learning.

### **FINAL EXAMINATION**

The final examination is comprehensive and includes material covered in the lectures and required readings, as well as material included in the case studies and learned from our port visits. The exam will be a combination of multiple choice and essay questions.

### **CLASS PARTICIPATION AND ATTENDANCE**

Because this is an International Management class, it is assumed that you are contemplating a career in managing in organizations, both domestic and/or international. It is critical that you learn to engage and to participate fully within your organization. I would expect that you will participate in our class discussions, that you will listen, speak, question, challenge, and persuade your classmates to consider your point of view. I will be assessing the quality of your participation, not only the quantity. Your participation will be assessed based on the quality of your observations, analysis, and recommendations as well as the extent of your participation. You are expected to attend each class and your assigned Field Lab. Attendance will be taken every day and absences

will result in a reduction in your grade in this class.

### **GRADING**

Group Case Study Analyses and Presentations	20%
Case Study - Individual (10%)	
Case Study - Team (10%)	
Reflections Journal – Midterm	5%
Reflections Journal – Final	5%
Field Lab Report	20%
Integrative Paper	15%
Quizzes	5%
Final Exam	20%
Attendance and Participation	10%
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Total	100%

### **HONOR CODE**

Semester at Sea students enroll in an academic program administered by the University of Virginia, and thus bind themselves to the University’s honor code. The code prohibits all acts of lying, cheating, and stealing. Please consult the Voyager’s Handbook for further explanation of what constitutes an honor offense. Each written assignment for this course must be pledged by the student as follows: “On my honor as a student, I pledge that I have neither given nor received aid on this assignment.” The pledge must be signed, or, in the case of an electronic file, “[signed].”