

## SEMESTER AT SEA COURSE SYLLABUS

### Colorado State University, Academic Partner

<b>Voyage:</b>	Spring 2019
<b>Discipline:</b>	Management
<b>Course Number and Title:</b>	MGT 475 International Business Management
<b>Division:</b>	Upper
<b>Faculty Name:</b>	Steve Molloy
<b>Semester Credit Hours:</b>	3

**Prerequisites:** One (1) principles or fundamentals of finance course, AND one (1) principles or fundamentals of marketing course, AND one (1) principles or fundamentals of management course

### COURSE DESCRIPTION

This course provides an overview of the major challenges businesses encounter while operating internationally. Three perspectives will be addressed, including macro, micro, and strategic elements necessary for successful global operations.

Macro elements include such areas as political, economic, social and technological understanding of the relevant context for business. Managers need these kinds of insights to be able to navigate challenges relating to areas such as varying regulations, legal requirements, cultural differences, and trade barriers.

Micro elements include specific functional areas as they relate to international business challenges. Global markets present challenges for all areas of the firm, including marketing, finance, operations, accounting, and human resources.

Strategic elements consider the overall firm perspective addressing such topics as industry positioning, competition, leadership, collaboration and strategic groups. Strategy connects the pieces of the firm within a coherent mission and vision.

### LEARNING OBJECTIVES

More than ever, an understanding of the global context of business is a critical ingredient to successful careers in management. This course will develop baseline insights for understanding the evolving nature of international business. Broad principles and theory are combined with pragmatic applications for relevant practice.

The shipboard experience provides a natural laboratory to explore international business management principles. Cases, assignments, videos and directed readings will probe the way firms approach their operations across markets as we move through Europe, Asia and Africa.

While in port, students will experience firsthand the different approaches to business in these countries through direct observation.

## REQUIRED TEXTBOOKS

AUTHOR: Luthans, F. & J. P. Doh  
 TITLE: International Management: Culture, Strategy, and Behavior  
 PUBLISHER: McGraw Hill  
 ISBN #: 978-1259705076  
 DATE/EDITION: 2017/10<sup>th</sup> Edition

AUTHOR: Elliott N. Weiss, Gerry Yemen, Stephen E. Maiden  
 TITLE: The Walt Disney Company: Mickey Visits Shanghai  
 PUBLISHER: Harvard Business Publishing  
 PRODUCT #: UV7197-PDF-ENG  
 DATE/EDITION: 2016

This HBR Case Study (UV7197-PDF-ENG) is only available through the Harvard Business Review. Students should purchase the case study here: <https://hbr.org/product/the-walt-disney-company-mickey-mouse-visits-shanghai/UV7197-PDF-ENG>

## TOPICAL OUTLINE OF COURSE

Date	Topic	Other after class – do after the class and before next.
January 5	Depart Ensenada, Mexico	
B1—Jan 8	Introduction Overview of course material, assignments, field class, field assignments Video Dialogue— Globalization And Protectionism 11 25 2016 CCTV	
B2 – Jan 10	1. Globalization and International Linkages Form Groups	
B3 – Jan 13	2. The Political, Legal, and Technological Environment	
January 12	Honolulu, Hawaii	

B4 – Jan 15	2. cont. Video Ex-Google China President Kai-Fu Lee A.I. Will Obliterate Half Of All Jobs CNBC	
January 16	(Lost Day)—International Date Line crossing	
B5 – Jan 18	3. Ethics, Social Responsibility, and Sustainability Video Truly sustainable economic development Ernesto Sirolli at TEDxEQChCh	
January 19	Study Day – No Class	
B6 – Jan 21	3. cont. Case 1.1 Student Advocacy and “Sweatshop” Labor	
B7 – Jan 23	4. The Meanings and Dimensions of Culture Video What is culture Country Metaphor Group Presentation and Exercise – Japan	
	Kobe, Japan – January 24-28	
B8 – Jan 30	Case: The Walt Disney Company: Mickey Mouse Visits Shanghai Country Metaphor Group Presentation and Exercise –China	
	Shanghai, China – Jan 31-Feb 1 In Transit – Feb 2-3 Hong Kong SAR – Feb 4-5	FIELD CLASS Jan 31 Disneyland Shanghai
B9 – Feb 7	4. cont. Country Metaphor Group Presentation and Exercise –Viet Nam	
	Ho Chi Minh City, Vietnam – February 8-13	
B10 – Feb 15	5. Managing Across Cultures	
February 16	Community Programming – No Class	
B11 – Feb 18	6. Organizational Cultures and Diversity Country Metaphor Group Presentation and Exercise –Myanmar	
	Yangon, Myanmar - February 19-23	

B12 – Feb 25	6. cont. Video Series of HSBC Ads about Culture	
B13 – Feb 27	7. Cross-Cultural and Negotiation Video Indian Outsourcing 2.0 FT Business Country Metaphor Group Presentation and Exercise –India	
	Cochin, India - February 28 – March 5	
March 7	Community Programming – No Class	
B14 – March 8	7. cont. “Cost of Minerals” negotiation Video Comparing American and Chinese Negotiation Styles	
B15 – March 10	Midterm Exam Chpts 1 - 7	
	Port Louis, Mauritius – March 11	
B16 – March 13	8. Strategy Formulation and Implementation	
B17 – March 15	9. Entry Strategies and Organizational Structures	
B18 – March 17	9. cont. Video Google's China re-entry strategy – Reuters Inside Netflix's plan to get the entire world watching Country Metaphor Group Presentation and Exercise –S. Africa	
	Cape Town, S Africa – March 18-23	
B19 – March 25	10. Managing Political Risk, Government Relations, and Alliances	
B20 – March 27	11. Management Decision and Control	
B21 – March 29	Case: 3.1 Tata “Nano”: The People’s Car Country Metaphor Group Presentation and Exercise –Ghana	
	Takoradi, Ghana – March 30 –Apr 1 Tema – April 2-3	

B22 – April 5	12. Motivation across Cultures	
B23 – April 7	13. Leadership across Cultures	
April 8	Study Day – No Class	
B24 – April 10	14. Human Resource Selection and Development across Cultures Country Metaphor Group Presentation and Exercise –Morocco	
	Casablanca, Morocco – April 11-14	
April 16	Study Day – No Class	
B25 – April 18	Final Exam Chpts. 8 - 14	
April 21	Arrive Amsterdam	

## FIELD WORK

Semester at Sea field experiences allow for an unparalleled opportunity to compare, contrast, and synthesize the different cultures and countries encountered over the course of the voyage. In addition to the one field class, students will complete independent field assignments that span multiple countries.

Field Class attendance is mandatory for all students enrolled in this course. Do not book individual travel plans or a Semester at Sea sponsored trip on the day of your field class. Field Classes constitute at least 20% of the contact hours for each course.

### Field Class and Assignment

The Field Class for this course will take place on Thursday, January 31, in Shanghai, China (Day 1 in port). Class title: Disneyland in Shanghai, China

The class will visit the Disneyland theme park in Shanghai, observing first-hand the application of a western global service provider in an Asian context, both through the park experience and meetings with park management.

Learning Objectives:

1. Observe the operations of a major multinational corporation with a substantial operation in China
2. Engage with the theme park experience to understand the ways that Disney adapts this operation to the local culture, versus importing centralized practices
3. Experience operational challenges for global companies in areas such as human resource management, marketing, and services management

Students will write a double-spaced paper no more than 3 pages long (between 900-1200 words) addressing the following questions based on insights gleaned from your visit (as well as other supplementary readings):

1. In what ways do Disney operations in Shanghai (themes, practices, services, images,

- experiences) reflect globally-standardized efforts?
2. To what degree do Disney operations in Shanghai reflect adaptation to the local market?
  3. In your view, how effective is Disney's overall strategy in Shanghai? What could they do to improve?

### COUNTRY METAPHOR PRESENTATIONS (15%)

The class will be divided into 6-8 groups to prepare a report and presentation addressing country metaphors for each port country we visit.

Metaphor – a figure of speech that describes an object or action in a way that isn't literally true, but helps explain an idea or make a comparison; a thing regarded as representative or symbolic of something else, especially something abstract – love is a battlefield, or Bob is a couch potato.

Metaphors can be helpful in gaining appreciation for a country and the culture of its people. Groups will decide on a metaphor for the country they are assigned and then elaborate on how the metaphor helps to explain, understand, and probe deeper meaning into the country's culture.

The metaphor paper should be between 3-5 pages double-spaced. The presentation should be between 10-15 minutes (visual aids such as PowerPoint are encouraged). Prior to the actual presentation, groups will lead a brainstorming session with the class around possible metaphors (5-10 minutes).

Papers and Presentations will be graded equally on the following criteria: clarity, creativity and relevance.

### METHODS OF EVALUATION

Midterm Exam	20%
Final Exam	25%
Country Metaphor Group Presentations	15%
Field Class	20%
Participation and Professionalism	20%
Total	100%

### GRADING SCALE

The following Grading Scale is utilized for student evaluation. Pass/Fail is not an option for Semester at Sea coursework. Note that C-, D+ and D- grades are also not assigned on Semester at Sea in accordance with the grading system at Colorado State University (the SAS partner institution). Pluses and minuses are awarded as follows on a 100% scale:

<u>Excellent</u>	<u>Good</u>	<u>Satisfactory/Poor</u>	<u>Failing</u>
97-100%: A+	87-89%: B+	77-79%: C+	Less than 60%:
93-96%: A	83-86%: B	70-76%: C	F
90-92%: A-	80-82%: B-	60-69%: D	

### Grading Guidelines

I will use the rubric below to guide grading. Please impress me! Go above and beyond in your analysis if you want an A. Assignments received after the submission deadline will be reduced a letter grade (10%) per day late. Assignments received more than a week (7 days) after the submission deadline will receive a score of zero.

Grade	Written Assignments
A	Excellent work! There is a clear focus on what the assignment should achieve, and it is structured accordingly. Demonstrates integrative, innovative and original thinking, and arguments are convincingly articulated and supported. Work is well written and free of errors. Demonstrates thorough understanding of key issues in course readings, accurately applies a range of course concepts; and clearly references relevant readings. Demonstrates serious reflection, sophisticated analysis, and insightful discussion with clear examples. Written and oral work is insightful, clear, sophisticated and vivid.
B	Good, competent, informed work well supported by course content. Well planned, organized and written. Demonstrates a clear understanding of some of the key issues in the course and readings. Clearly references relevant readings and includes some independent thought, but could go into more depth. Demonstrates good written and oral communication.
C	Adequate or satisfactory work. The basic requirements have been carried out. Demonstrates a general understanding of the major issues, but reflection and analysis is superficial. Applies relevant material and course concepts in a limited way, but could go into much more depth. Competent written and oral communication, but could be improved.
D	Work does not fulfill the necessary requirements for the assignment. Does not demonstrate clear understanding of the major issues. Responds incompletely or inaccurately to the assignment with limited reflection, analysis and application of course concepts. Ideas are not clearly expressed.
F	Unacceptable work. Shows little understanding of the issues, and ideas are poorly expressed.

### **ATTENDANCE/ENGAGEMENT IN THE ACADEMIC PROGRAM**

Attendance in all Semester at Sea classes, including the Field Class, is mandatory. Students must inform their instructors prior to any unanticipated absence and take the initiative to make up missed work in a timely fashion. Instructors must make reasonable efforts to enable students to make up work which must be accomplished under the instructor's supervision

(e.g., examinations, laboratories). In the event of a conflict in regard to this policy, individuals may appeal using established CSU procedures.



## **LEARNING ACCOMMODATIONS**

Semester at Sea provides academic accommodations for students with diagnosed learning disabilities, in accordance with ADA guidelines. Students who will need accommodations in a class, should contact ISE to discuss their individual needs. Any accommodation must be discussed in a timely manner prior to implementation.

A letter from the student's home institution verifying the accommodations received on their home campus (dated within the last three years) is required before any accommodation is provided on the ship. Students must submit this verification of accommodations to [academic@isevoyages.org](mailto:academic@isevoyages.org) as soon as possible, but no later than two months prior to the voyage.

## **STUDENT CONDUCT CODE**

The foundation of a university is truth and knowledge, each of which relies in a fundamental manner upon academic integrity and is diminished significantly by academic misconduct. Academic integrity is conceptualized as doing and taking credit for one's own work. A pervasive attitude promoting academic integrity enhances the sense of community and adds value to the educational process. All within the University are affected by the cooperative commitment to academic integrity. All Semester at Sea courses adhere to this Academic Integrity Policy and Student Conduct Code.

Depending on the nature of the assignment or exam, the faculty member may require a written declaration of the following honor pledge: "I have not given, received, or used any unauthorized assistance on this exam/assignment."

## **RESERVE BOOKS FOR THE LIBRARY**

None

## **FILM REQUEST**

None

## **ELECTRONIC COURSE MATERIALS**

There are a number of articles that I have posted as PDFs in the course folder that relate to the class. Due to the constantly evolving nature of this area, I anticipate updating this list prior to, and even during, the voyage.

**AUTHOR:**

**ARTICLE/CHAPTER TITLE:** The Walt Disney Company: Mickey Mouse Visits Shanghai (Case)

**JOURNAL/BOOK TITLE:**

**VOLUME:**

DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: Apple Can't Resist Playing by China's Rules  
JOURNAL/BOOK TITLE: *The New York Times*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: China's debt levels pose stability risk, says IMF  
JOURNAL/BOOK TITLE: *The Guardian*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: China's A.I. Advances Help Its Tech Industry, and State Security  
JOURNAL/BOOK TITLE: *The New York Times*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: US Has Regressed to Developing Nation Status, MIT Economist Warns  
JOURNAL/BOOK TITLE: *The Independent*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: Bankers and Economists Fear a Spate of Threats to Global Growth  
JOURNAL/BOOK TITLE: *The New York Times*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: In China, Herd of 'Gray Rhinos' Threatens Economy  
JOURNAL/BOOK TITLE: *The New York Times*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:

ARTICLE/CHAPTER TITLE: In China, Silicon Valley Giants Confront New Walls

JOURNAL/BOOK TITLE: *The New York Times*

VOLUME:

DATE:

PAGES:

AUTHOR: Susanna Koelblin

ARTICLE/CHAPTER TITLE: Robots Take Over – The Apparel Production

JOURNAL/BOOK TITLE: *Pulse | LinkedIn*

VOLUME:

DATE:

PAGES:

AUTHOR:

ARTICLE/CHAPTER TITLE: Apple iPhone, Once a Status Symbol in China, Loses Its Luster

JOURNAL/BOOK TITLE: *The New York Times*

VOLUME:

DATE:

PAGES:

AUTHOR:

ARTICLE/CHAPTER TITLE: Why India Could Be the New China For Smartphone Companies

JOURNAL/BOOK TITLE:

VOLUME:

DATE:

PAGES:

AUTHOR:

ARTICLE/CHAPTER TITLE: Is China Stealing Jobs It May Be Losing Them, Instead

JOURNAL/BOOK TITLE: *The New York Times*

VOLUME:

DATE:

PAGES:

AUTHOR:

ARTICLE/CHAPTER TITLE: China Threatens to Cut Sales of iPhones and US Cars if 'Naive'  
Trump Pursues Trade War

JOURNAL/BOOK TITLE: *The Guardian*

VOLUME:

DATE:

PAGES:

AUTHOR:

ARTICLE/CHAPTER TITLE: Cyrus Mistry Hits Back at Being Ousted from Tata

JOURNAL/BOOK TITLE: *The Economist*

VOLUME:

DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: World's Largest Economies  
JOURNAL/BOOK TITLE:  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: More Wealth, More Jobs, but Not for Everyone - What Fuels the  
Backlash on Trade  
JOURNAL/BOOK TITLE: *The New York Times*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: Forbidden Fruit  
JOURNAL/BOOK TITLE: *The Economist*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: US Presses China Over Industrial Glut at Strategic Dialogue  
JOURNAL/BOOK TITLE: *Excite News*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: China to Lay Off Five to Six Million Workers, Earmarks at Least \$23  
Billion  
JOURNAL/BOOK TITLE: *Reuters*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: How China Could Trigger a Global Crisis  
JOURNAL/BOOK TITLE: *The Washington Post*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: China Move Shows Global Reliance on Low Rates to Lift Growth  
JOURNAL/BOOK TITLE: *AP News Excite*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: What on Earth is the CPTPP? The Economist Explains

JOURNAL/BOOK TITLE: *The Economist*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: India's Little Shops Are a Massive Banking Network in the Making  
JOURNAL/BOOK TITLE: *Bloomberg*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: How the West got China Wrong  
JOURNAL/BOOK TITLE: *Geopolitics*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: The Rise of China and the Fall of the 'Free Trade' Myth  
JOURNAL/BOOK TITLE: *The New York Times*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: Command and Control: China's Communist Party Extends Reach  
into Foreign Companies  
JOURNAL/BOOK TITLE: *The Washington Post*  
VOLUME:  
DATE:  
PAGES:

AUTHOR:  
ARTICLE/CHAPTER TITLE: China's Breathtaking Transformation into a Scientific Superpower  
JOURNAL/BOOK TITLE: *The Washington Post*

VOLUME:  
DATE:  
PAGES: