

**Semester at Sea Course Syllabus
Colorado State University, Academic Partner**

Voyage: Fall 2017
Discipline: Management
Course Number and Title: MGT 475 International Business Management
Division: Upper
Faculty Name: Stephen Preece
Semester Credit Hours: 3

Meeting: B Day 1230-1350, Lido Terrace

Prerequisites: One (1) principles or fundamentals of finance course, AND one (1) principles or fundamentals of marketing course, AND one (1) and fundamentals of management course. Per Instructor: Students may have completed any combination of two (2) of the three (3) listed prerequisites (Finance, Management, Marketing).

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: Pietra Rivoli
TITLE: The Travels of a T-Shirt in the Global Economy (TT)
PUBLISHER: Wiley
ISBN #: 978-1-118-95014-2 (paperback)
DATE/EDITION: 2015/2nd Edition

AUTHOR: Mason Carpenter and Sanjyot Dunung
TITLE: International Business (IB)
PUBLISHER: Saylor Foundation (Creative Commons free access)
ISBN: 13: 978-1-4533129-9-5
DATE/EDITION: 2011

TOPICAL OUTLINE OF COURSE

Depart Bremerhaven, Germany – September 9

B1–September 12: Course Introduction (no assigned readings)

B2–September 14: IB Ch 1 Introduction (pp. 5-24)
TT Preface & Prologue (pp. ix-xx)
Country Metaphor Presentation and Exercise (SPAIN)

Barcelona and Valencia, Spain – September 15-18

B3–September 20: Quiz
IB Ch 1 Introduction (cont'd) (pp. 25-40)
TT Ch 1 How America Has Dominated the Global Cotton Industry for 200 Years
TT Ch 2 The History of American Cotton

B4–September 22: Quiz
Ch 2 International Trade and Foreign Direct Investment (pp. 41-56)
TT Ch 3 Back at the Reinsch Farm

No Class – September 23

B5–September 25: Country Metaphor Presentation and Exercise (GHANA)
TT Ch 4 All God's Dangers Ain't the Subsidies

Tema and Takoradi, Ghana – September 27-30

B6—October 1: Quiz
TT Ch 5 Cotton Comes to China
IB Ch 2 International Trade and Foreign Direct Investment cont'd (pp. 57-83)

B7—October 4: Film Presentation: Commanding Heights (part I)

B8—October 6: Country Metaphor Presentation and Exercise (SOUTH AFRICA)
TT Ch 6 The Long Race to the Bottom

Cape Town, South Africa — October 7-12

B9—October 14: Quiz
IB Ch 3 Culture and Business (pp. 84-113)

No Class — October 16

B10—October 17: Quiz
IB Ch 5 Global & Regional Economic Cooperation and Integration (pp. 212-251)
TT Ch 7 Sisters in Time

Port Louis, Mauritius — October 19

B11—October 20: Country Metaphor Presentation and Exercise (INDIA)
TT Ch 8 The Unwitting Conspiracy

No Class — October 22

B12—October 23: Film Presentation: Outsourced (2006)

Cochin, India — October 25-30

No Class —October 31

B13—November 1 Quiz
IB Ch 6 International Monetary System (pp. 264-287)
TT Ch 9 Returning to America

B14—November 3: Country Metaphor Presentation and Exercise (MYANMAR)
TT Ch 10 Dogs Snarling Together

Yangon, Myanmar — November 4-8

B15—November 10: Film Presentation: Commanding Heights (part II)

No Class — November 11

B16—November 13: Country Metaphor Presentation and Exercise (VIETNAM)
TT Ch 11 Perverse Effects and Unintended Consequences of T-Shirt Trade Policy

Ho Chi Minh City, Vietnam — November 14-18

B17—November 20: Quiz
IB Ch 6 International Monetary System (cont'd) (pp. 288-313)
IB Ch 7 Foreign Exchange and the Global Capital Markets (pp. 315-329)
TT Ch 12 45 Years of Temporary Protectionism End in 2009—Now What?

No Class — November 21

B18—November 23: Country Metaphor Presentation and Exercise (CHINA)

Special Field Class preparation, the case of Disney in China:

- 1.) Disney's Successful Adaptation in Hong Kong: A Glocalization Perspective. Jonathan Matusitz. *Asia Pacific Journal of Management* (2011) 28: 667-681
- 2.) Disney Plants Stake in China With Opening of Shanghai Park. Patrick Frater. *Variety.com* (June 14, 2016) p. 20.

Shanghai, China — November 24-29

****Field Class, November 24 (Day 1 in port)****

B19—December 1: Country Metaphor Presentation and Exercise (JAPAN)
TT Ch 13 Where T-Shirts Go after the Salvation Army Bin

Kobe, Japan — December 2-6

B20—December 8: Quiz
IB Ch 8 International Expansion and Global Market Opportunity Assessment (pp. 356-389)
IB Ch 10 Strategy & International Business (pp. 472-479)
TT Ch 14 How Small Entrepreneurs Clothe East Africa

B21—December 10: Quiz
IB Ch 13 Harnessing the Engine of Global Innovation (pp. 611-616 & pp. 630-634)
TT Ch 15 Mitumba: Friend or Foe to Africa?

B22—December 12: Film Presentation: Commanding Heights (part III)

B23—December 14: Quiz
IB Ch 14 Competing Effectively through Global Marketing, Distribution,
and Supply Chain Management (pp. 637-683)
TT Conclusion

Honolulu, Hawaii — December 16

B24—December 17: Quiz
IB Ch 15 Understanding the Roles of Finance and Accounting (pp. 693-
703 & 721-727)
TT Epilogue & Developments (2009-2014)

Study Day — December 19

B25—December 20: **FINAL EXAM**

San Diego, California — December 23

COURSE REQUIREMENTS

The following elements will contribute to the overall grade for the course:

| | | |
|----|--------------------------------------|------------|
| 1) | Field Class | 20% |
| 2) | Participation | 20% |
| 3) | Country Metaphor Group Presentations | 15% |
| 4) | Quizzes | 20% |
| 5) | Final Exam | 25% |
| | Total | <hr/> 100% |

1) FIELD CLASS (20%)

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, and are developed and led by the instructor.

Field Class and Assignment

The Field Class for this course will take place on Friday, 24 November, in Shanghai, China.

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?

Field Class Date: Friday, November 24 (Day 1 in port)

2) PARTICIPATION (20%)

Class participation—engaging in critique, debate, negotiation, and persuasion—is a major component of this course. Assigned materials must be read prior to class and active participation is required.

Participation is calculated and recorded by the instructor each day of class, on the following scale:

- 4 = Exceptional: particularly relevant analysis, insightful comments, highly constructive
- 3 = Very Good: good thought and preparation, substantial interaction, overall relevance
- 2 = Moderately Good: modest contribution, attempted participation, lower impact
- 1 = Present only (did not speak)
- 0 = Absent

Special in-class, group participation will take place for each class where chapters from *The Travels of a T-Shirt in the Global Economy* are assigned. The class will be divided into three groups (random assignment each time) to prepare discussion along the following lines, relevant to the book chapter:

- A) What do we know?
 - a. Facts presented in the chapter
 - b. Events, people, dates, organizations, etc

- B) What else would we like to know?
 - a. What are you curious about?
 - b. What is some key missing information?
 - c. What else do we need to know?

- C) What does this chapter have to do with International Business?
 - a. Important concepts & theories?
 - b. How is it relevant to current events?
 - c. How does it inform international management practices?

3) 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.

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, relevance.

4) QUIZZES (20%)

A total of 11 quizzes focusing on assigned readings will be given throughout the class. Quizzes are meant to simply test reading preparation and comprehension and will be objective in nature (i.e., Multiple Choice, T/F). Students will be allowed to drop one quiz.

5) FINAL EXAM (25%)

A final exam testing concepts, cases, videos, readings, and discussion will be given. The final exam will be comprehensive. A combination of objective (e.g., T/F, multiple choice) and short answer questions will be included. Emphasis will be placed on reading assignments from both text books, as well as the readings posted to the intranet. All assigned readings are fair game for exam purposes, whether covered in class or not.

6) EXTRA CREDIT

One of the most important and central tensions in all of International Business is the pull between local and global forces. For any firm crossing borders, consideration must be made as to how much of their 'home' operations can be preserved—emphasizing efficiency and economies of scale—versus how much of their efforts need to be adapted to the local context—emphasizing adaptation and local responsiveness.

When going into port, students can be on the lookout for examples of local, global, and 'glocal' (combined local and global) products, services, and other organizational representations. An example would be food: global (hamburger), local (tandoori), glocal (fusion of Italian noodles with Vietnamese toppings). Another example would be business dress: global (business suit), local (sari), glocal (traditional skirt, indigenous top). Product categories could include areas as diverse as cosmetics, architecture, banking, or transportation. Other business applications could include human resources policies, marketing, finance, or accounting practices

The assignment will be to find examples of global/local/glocal in the same category (e.g., food). Documentation can include text, audio, video, and/or photos. Students should also be prepared to share their encounter with the rest of the class (as determined by the instructor).

This optional assignment can be done in pairs, or individually. The amount of extra credit assigned will be at the discretion of the instructor.

METHODS OF EVALUATION / GRADING SCALE

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 | |
| 90-92%: A- | 80-82%: B- | 60-69%: D | |

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 memo from the student's home institution verifying the accommodations received on their home campus is required before any accommodation is provided on the ship. Students must submit this verification of accommodations to 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."

ELECTRONIC COURSE MATERIALS

AUTHOR: Mason Carpenter and Sanjyot Dunung
ARTICLE/CHAPTER TITLE: (Creative Commons free access)
JOURNAL/BOOK TITLE: International Business (IB)
VOLUME: Chapters 1-15 (entire book)
DATE: 2011
PAGES: 1-730 (pdf)

SUPPLEMENTAL READINGS

Posted to Electronic Course Folder
(Subject to Change)

- 1.) Disney's Successful Adaptation in Hong Kong: A Glocalization Perspective. Jonathan Matusitz. *Asia Pacific Journal of Management* (2011) 28: 667-681
- 2.) Disney Plants Stake in China With Opening of Shanghai Park. Patrick Frater. *Variety.com* (June 14, 2016) p. 20.