

San José State University
School of Global Innovation and Leadership
Bus 162: International & Comparative Management
Section 03, Spring 2017

Instructor: Dr. Carol Reade

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Office Hours: T/TH 12:00-13:00; and by appointment

Class Days/Time: T/TH 10:30-11:45

Classroom: BBC 326

Prerequisites: Upper division standing, Bus187 and 100W

Faculty Web Page and MYSJSU Messaging

Course materials such as syllabus, assignment instructions, PowerPoint slides, etc. can be found on [Canvas Learning Management System course login website](http://sjsu.instructure.com) at <http://sjsu.instructure.com>. Additionally, the course syllabus can be found on my faculty web page at <http://www.sjsu.edu/people/carol.reade/index.html>. You are responsible for regularly checking with the messaging system through [MySJSU](http://my.sjsu.edu) at <http://my.sjsu.edu> to learn of any updates.

Catalog Description

Management functions and practices in an international context; comparison of management and business practices from various political and cultural perspectives; emphasis on what managers need to be aware of in order to perform in the international environment.

This course provides a comprehensive foundation for understanding, managing, and successfully interacting in today's complex, multinational and multicultural organizations.

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You will gain 1) an understanding of the key issues and challenges facing multinational enterprises in the management of their cross-border operations, particularly those of an intercultural nature; 2) insights into the historical, institutional, and cultural factors influencing management practices around the globe; and 3) an enhanced ability to work effectively with people from various cultures. The course provides in-depth country comparisons and offers skills for successfully working overseas. The course is designed with lectures, case analyses, experiential exercises, video film discussions, and possible guest speakers. The course covers a range of learning opportunities, including lectures, cases, video film discussions, group projects, and experiential exercises.

Course Learning Outcomes (CLO)

As a result of successful participation in the course, and assessed by completion of an in-depth country project, students will achieve the following learning outcomes.

CLO1 Demonstrate knowledge of the influence of culture on management practices around the world and the implications of these on strategy and operations;

CLO2 Apply concepts of international management to effectively work in and lead a multicultural team of students;

CLO3 Demonstrate in-depth country expertise relevant to international management;

CLO4 Develop an essay that showcases research, analytical, and writing skills relevant to international management.

Required Texts/Readings

Textbook

Luthans, F. and Doh, J. (2015) *International Management: Culture, Strategy, and Behavior*, 9th edn., McGraw-Hill. ISBN-13: 978-0077862442. The text, referred to as 'LD' in the syllabus, is available at the Spartan Bookstore in printed and other (less expensive) formats.

Other Readings

Any other required readings will be posted on Canvas unless otherwise specified. Additionally, students are expected to keep abreast of contemporary developments in global business by reading, for example, the *New York Times*, *Wall Street Journal*, *Financial Times*, or other major daily, as well as selectively reading various journals such as *The Economist*, *Forbes*, *Fortune*, *Business Week*, *Foreign Affairs*. These can be found in the MLK library.

Library Liaison

The MLK library has developed the following online site especially for Bus 162 research: <http://libguides.sjsu.edu/bus162>. Here you can find databases with country and international management information. Our library liaison is Dr. Diana Wu. Her email address is: Diana.Wu@sjsu.edu.

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Course Requirements and Assignments

Participation (10%):

Your presence and active participation in class is important. Participation includes evidence of thorough prior preparation of course materials, engaging in discussion, exercises, etc. Absence from class sessions not only hinders your acquisition of the material and learning, but also deprives the remaining students of your contribution. Please email me before class if you cannot attend due to unavoidable reasons (illness, accident). If class is missed, please get notes from your classmates. You are responsible for class material and announcements made in class. Showing respect for the learning environment counts heavily towards the participation grade. See classroom protocol.

Assignments (45%):

All assignments are to be submitted to Canvas (not in class and not by email attachment) unless otherwise specified. See Canvas for assignment guidelines and. ***Late submissions will NOT be accepted.***

Country Project (40%)

You will engage in an in-depth study of a country. The objective is to prepare a US manager for an assignment in the target country. The project (see details on Canvas) includes a team assignment and an individual assignment, as follows:

1. Regional Report and Presentation: (Team assignment: 15%)

The report provides a contextual analysis of the regional area in which the target countries of all team members are located, together with a comparative macro analysis of the political, economic, legal, and corruption environments of each target country. Your regional team will give a presentation.

2. Final Project Paper and Panel Participation: (Individual assignment: 25%)

This is the culminating project for this course. It consists of a micro analysis of the managerial values and practices in your selected country and how they compare to US managerial practices. You will participate in an interactive panel at the end of term, where you will discuss some aspect of your Final Project Paper.

Reflection Statement (05%)

Near the end of term, you will be asked to write a brief reflection statement that summarizes the key lessons, insights and skills that you have learned in the course with regard to managing in multicultural contexts. This also involves submitting a 'Postcard to a Friend.' See Canvas for instructions.

Examinations: (45%: Midterms, 20%; Final, 25%)

There will be two midterm exams (20% of the grade, 10% each) and a final exam (25% of the final grade) comprised of multiple-choice, short-answer, and short-essay questions. Bring SCANTRON No. 886-E for the exams. *The final exam is comprehensive.*

Exams are closed notes and closed book. Please be aware that you are responsible for all assigned text material, whether or not covered in class, as well as material covered in class such as exercises, discussions, videos and other assigned readings.

Study guide materials. End of chapter questions make a good study guide, since they are the basis of class discussion topics. Also, the lecture slides are available on Canvas, and will be useful for review.

There are no make-up exams. In the event of a serious emergency or documented illness, a make-up exam may be considered in the form of a long (15 page) essay.

Grading Information

Grading Scale

A+ = 97 – 100	B+ = 87 – 89.99	C+ = 77 – 79.99	D+ = 67 – 69.99	F = below 60
A = 94 – 96.99	B = 84 – 86.99	C = 74 – 76.99	D = 64 – 66.99	
A- = 90 – 93.99	B- = 80 – 83.99	C- = 70 – 73.99	D- = 60 – 63.99	

<i>Grade Distribution</i>	<i>% of Final Grade</i>
Participation	10%
Assignments	45%
Examinations	45%

Classroom Protocol

All students are expected to display professionalism in preparation for the business world. That means arriving on time, remaining quiet when others are speaking, and paying attention to whoever has the floor in the classroom. Please turn off your cell phones, and refrain from activities that disrupt the class (such as walking in and out of the room while class is in session). While attendance per se shall not be used as a criterion for grading according to Academic Policy F-69-24, you are expected to attend all class meetings since you are responsible for material discussed in class. Also, your active participation is essential to ensure maximum benefit to all class members. For further details see Lucas College and

Graduate School of Business: Program Goals and Class room policy
<http://www.sjsu.edu/cob/Students/policies/index.html>

University Policies

Academic integrity

Students should know the University's Academic Integrity Policy that is available at <http://www.sjsu.edu/senate/docs/F15-7.pdf>. Your own commitment to learning, as evidenced by your enrollment at San Jose State University and the University's integrity policy, require you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical Development. The website for Student Conduct and Ethical Development is available at <http://www.sjsu.edu/studentconduct/>. Instances of academic dishonesty will not be tolerated. Cheating on exams or plagiarism (presenting the work of another as your own, or the use of another person's ideas without giving proper credit) will result in a failing grade and sanctions by the University.

For this class, all assignments are to be completed by the individual student unless otherwise specified. If you would like to include in your assignment any material you have submitted, or plan to submit for another class, please note that SJSU's Academic Policy F06-1 requires approval of instructors.

Consent for Recording of Class and Public Sharing of Instructor Material

[University Policy S12-7](http://www.sjsu.edu/senate/docs/S12-7.pdf), <http://www.sjsu.edu/senate/docs/S12-7.pdf>, requires students to obtain instructor's permission to record the course. S12-7 states:

- "Common courtesy and professional behavior dictate that you notify someone when you are recording him/her. You must obtain the instructor's permission to make audio or video recordings in this class. Such permission allows the recordings to be used for your private, study purposes only. The recordings are the intellectual property of the instructor; you have not been given any rights to reproduce or distribute the material."
- "Course material developed by the instructor is the intellectual property of the instructor and cannot be shared publicly without his/her approval. You may not publicly share or upload instructor generated material for this course such as exam questions, lecture notes, or homework solutions without instructor consent." In classes where active participation of students or guests may be on the recording, permission of those students or guests should be obtained as well.

Campus Policy in Compliance with the American Disabilities Act

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 requires that students with disabilities requesting accommodations must register with the DRC (Disability Resource Center) to establish a record of their disability.

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Student Technology Resources

Computer labs for student use are available in the Academic Success Center located on the 1st floor of Clark Hall and on the 2nd floor of the Student Union. Additional computer labs may be available in your department/college. Computers are also available in the Martin Luther King Library. A wide variety of audio-visual equipment is available for student checkout from Media Services located in IRC 112. These items include digital and VHS camcorders, VHS and Beta video players, 16 mm, slide, overhead, DVD, CD, and audiotape players, sound systems, wireless microphones, projection screens and monitors.

Peer Connections

Peer Connections, located in Room 600 in the Student Services Center, offers free tutoring, mentoring and workshops. It is designed to assist students in the development of their full academic potential and to motivate them to become self-directed learners. The Peer Connections website is located at <http://peerconnections.sjsu.edu>.

SJSU Writing Center

The SJSU Writing Center is located in Room 126 in Clark Hall. It is staffed by professional instructors and upper-division or graduate-level writing specialists from each of the seven SJSU colleges. Our writing specialists have met a rigorous GPA requirement, and they are well trained to assist all students at all levels within all disciplines to become better writers. The Writing Center website is located at <http://www.sjsu.edu/writingcenter/>

Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drops, academic renewal, etc. Information on add/drops are available at

<http://www.sjsu.edu/advising/faq/#add>

Information about late drop is available at

<http://www.sjsu.edu/aars/policies/latedrops/>. Students should be aware of the current deadlines and penalties for adding and dropping classes.

College of Business Policies

To ensure that every student, current and future, who takes courses in the Boccardo Business Center has the opportunity to experience an environment that is safe, attractive, and otherwise conducive to learning, the Lucas College and Graduate School of Business at San José State has established the following policies:

Eating:

Eating and drinking (except water) are prohibited in the Boccardo Business Center. Students with food will be asked to leave the building. Students who disrupt the course by eating and do not leave the building will be referred to the Judicial Affairs Officer of the University.

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Cell Phones:

Students will turn their cell phones off or put them on vibrate mode while in class. They will not answer their phones in class. Students whose phones disrupt the course and do not stop when requested by the instructor will be referred to the Judicial Affairs Officer of the University.

Computer Use:

In the classroom, faculty allow students to use computers only for class-related activities. These include activities such as taking notes on the lecture underway, following the lecture on Web-based PowerPoint slides that the instructor has posted, and finding Web sites to which the instructor directs students at the time of the lecture. Students who use their computers for other activities or who abuse the equipment in any way, at a minimum, will be asked to leave the class and will lose participation points for the day, and, at a maximum, will be referred to the Judicial Affairs Officer of the University for disrupting the course. (Such referral can lead to suspension from the University.) Students are urged to report to their instructors computer use that they regard as inappropriate (i.e., used for activities that are not class related).

Academic Honesty:

Faculty will make every reasonable effort to foster honest academic conduct in their courses. They will secure examinations and their answers so that students cannot have prior access to them and proctor examinations to prevent students from copying or exchanging information. They will be on the alert for plagiarism. Faculty will provide additional information, ideally on the green sheet, about other unacceptable procedures in class work and examinations. Students who are caught cheating will be reported to the Judicial Affairs Officer of the University, as prescribed by Academic Senate Policy S04-12.

Lucas College and Graduate School of Business

Mission: We are the institution of opportunity in Silicon Valley, educating future leaders through experiential learning and character development in a global business community and by conducting research that contributes to business theory, practice and education.

Bus 162-03 / International & Comparative Management, Spring 2017 Course Schedule

The schedule is subject to change with fair notice through MySJSU

Week	Dates	Topic/Activity	Readings/Assignments
1	Jan 26	Introduction to the Course	LD, Chapter 1
2	Jan 31	Regional/Country Team Formation	LD, Chapter 1
2	Feb 02	Global Management Environment	LD, Chapter 2; Reading: 'The Big Data Dump'
3	Feb 07	Global Security & Political Risk	LD, Chapter 10
3	Feb 09	Ethics, Social Responsibility & Sustainability	LD, Chapter 3
4	Feb 14	Ethical Dilemmas in International Management	LD, Chapter 3, p. 86 'Saudi Arabia'; Reading: 'Getting Medicine to Bosnia'; Foreign Corrupt Practices Act
4	Feb 16	Midterm Exam 1	LD, Chapters 1, 2, 3, 10 + Readings
5	Feb 21	The Meaning of Culture; Simulation: 'Barnga'	LD, Chapter 4
5	Feb 23	Dimensions of Culture	LD, Chapter 4
6	Feb 28	Cultural Clusters; Exercise: A Jumping-Off Place	LD, Chapter 4
6	Mar 02	Managing across Cultures; Convergence/Divergence Debate	LD, Chapter 5; Reading: Ralston et al., 'Impact of Culture & Ideology'
7	Mar 07	Culture, Teams & the Organization	LD, Chapter 6; Reading: Molinsky, 'Cultural Differences'
7	Mar 09	Culture and Strategy	LD, Chapter 8; Readings/Cases: Euro Disneyland; Beyond Tokyo: Disney's Expansion in Asia (LD, pp 250-263)
8	Mar 14	<i>Regional Team Consultations</i>	<i>Bring draft Regional Team Report to class</i>

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8	Mar 16	Midterm Exam 2	LD, Chapters 4, 5, 6, 8 + Readings;
9	Mar 21	<i>Regional Team Presentations</i>	Regional Team Report, Due on Canvas Sun Mar 19 at 11:59p
9	Mar 23	<i>Regional Team Presentations</i>	
10	Mar 28	<i>Spring Break</i>	<i>Enjoy!</i>
10	Mar 30	<i>Spring Break</i>	<i>Enjoy!</i>
11	Apr 04	Communicating across Cultures: Exercise: 'Chatter'	LD, Chapter 7
11	Apr 05	Negotiating across Cultures	LD, Chapter 7
12	Apr 11	Negotiation Role Play: A Trip to Mintana	LD, Chapter 7
12	Apr 13	Managing Conflict across Cultures	Reading: Augsberger, 'Hit and Run Driver'
13	Apr 18	Decision Making across Cultures	LD, Chapter 11
13	Apr 20	Leadership across Cultures	LD, Chapter 13
14	Apr 25	<i>Final Project Paper Consultations</i>	<i>Bring draft Final Project Paper to class</i>
14	Apr 27	Motivation across Cultures	LD, Chapter 12
15	May 02	HR Selection & Development across Cultures	LD, Chapter 14; Final Project Paper Due on Canvas Mon May 01 at 11:59p
15	May 04	<i>Country Panels</i>	
16	May 09	<i>Country Panels</i>	
16	May 11	<i>Country Panels</i>	Reflection Statement, Due on Canvas Sun May 14 at 11:59p
17	May 16	Course Reflections	'Postcard' due in class
Final Exam	May 22	BBC 326, Mon, 9:45a-12:00a	Final Exam Bring SCANTRON 886-E <i>You made it!</i>

I look forward to seeing you in class, and to a challenging and fun semester!