

***FLORIDA GULF COAST UNIVERSITY***

***Lutgert College of Business  
Department of Management***

**MAN 6607  
GLOBAL ORGANIZATIONAL ISSUES  
CRN 81321  
3-Credit Hours**



**Fall 2014  
August 18-December 8, 2014**

**Virtual, On-Line Class**

**Tutorial-Chat: 8:00-9:00pm**  
*(Tutorial Chats will be scheduled at set dates on Wednesday)*

***DR. ARTHUR J. RUBENS***  
Professor, Department of Management



## SYLLABUS

### FACULTY

**Instructor:** **Dr. Arthur J. Rubens**  
Professor of Management

**Contact Infor:**

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**Classroom:** Virtual

**Online Chat:** Wednesday: 8.00 – 9.00 p.m. (on scheduled dates throughout semester)

**Office Hours:** Monday & Wednesday: 2:00-3:30pm and by appointment

Dr. ARTHUR J. RUBENS is a Professor of Management in Lutgert College of Business and founding faculty of Florida Gulf Coast University in Fort Myers, FL. In addition, he is the Associate Director of the Regional Economic Research Institute. He currently teaches in the BS, MBA, EMBA, and international programs at FGCU. Dr. Rubens primary areas of teaching and research interests are in Business Strategy, Leadership, International Management, Economic Development, Entrepreneurship, Ethics, and Quality Management. Prior to Dr. Rubens current appointment, he held joint faculty and administrative position as the Director of Sponsored Projects and Programs in the College of Business, Center for Leadership and Innovation. In addition, he was the founding Chair of the Public Administration Department at FGCU.

Dr. Rubens received his doctorate in health administration in 1990 from the University of Pittsburgh and has Master Degrees in Public Administration and Health Science. Dr. Rubens has over 25 years professional experience in the management field as a manager, educator, researcher, entrepreneur, and consultant which includes management and executive professional development training and organizational consulting for private, public and non-profit entities.

Dr. Rubens is an active researcher, keynote speaker and workshop presenter and has authored and co-authored numerous publications in international business, leadership, economic development, ethics, and health service delivery. Dr. Rubens has taught students from all over the world, having most recently taught in Italy, New Zealand, Denmark, Germany, and China. Dr. Rubens was born in Canada and lived and worked for several years in Europe. He has traveled extensively throughout Europe, the Middle East, Africa, and Asia, and has lived in Southwest Florida since 1997.

## **COURSE CATALOG DESCRIPTION**

Addresses the cross-cultural skills necessary for managers in today's multinational and multicultural organizations. Examines culture-specific needs for leadership, communications and negotiations; and focuses on culture's impact on legal, ethical, diversity, and environmental issues. Prerequisites: MAN 6055

## **COURSE DESCRIPTION**

This course introduces the student multiple aspects and dimensions of international management and global organization issues facing business leaders operating in a global economy. The principal objective of this course is to both familiarize and orient students with not only the complexity of conducting business across national borders, but also the considerable challenges, and valuable opportunities, managers and leaders of organizations face when internationalizing their business operations. Upon successful completion of this course, students should be not only be conversant with the fundamental concepts of international business, but should be able to apply these concepts to the context of managing international business operations. Specific course topics that will be presented and discuss includes, but is not limited to: The nature of international business; Globalization of markets; The international business environment; Corporate social responsibility and business ethics in international business; Cross cultural management; International trade and investment; Emerging markets; Global strategy and organization; Global market opportunities; Global operations; Global marketing; Global human resources; and Global financial management.

## **Credit Hours**

For each credit of a class, you should expect to spend one hour in class and an average of two – three hours preparing outside of class each week. Therefore, since this is a three-credit class, you should plan to devote an average of 9 to 12 hours a week to this class.

## **LEARNING GOALS/OBJECTIVES**

### **LCOB Mission Statement**

*The Lutgert College of Business provides a high quality, student-centered learning environment to prepare students with the knowledge and skills needed to contribute to and take leading positions in business and society. Our faculty are devoted to teaching excellence, scholarship, and service that enhances our academic and business communities and we are dedicated to building partnerships that foster the economic growth of the southwest Florida region and beyond.*

### **Management Department Mission Statement**

*The department of management creates an environment that enables students to develop managerial knowledge and leadership skills, both individually and collaboratively, to: (1) recognize, evaluate, and cultivate business opportunities; (2) identify, understand, and implement positive solutions to organizational issues; and (3) build leadership capabilities to effectively manage organizational change in the global environment.*

The LCOB has established Learning Goals and Learning Objectives for all graduates of its MBA program. These objectives and program goals are captured by the acronym **LCGS**, which stands for “**leadership critique global strategies**.” Related MBA & MAN 6607 learning objectives are below

	<b>MBA Graduates will: LCGS (leadership critique global strategies)</b>	<b>Learning Objectives –Graduates will be able to:</b>
<b>L</b>	Have <b>LEADERSHIP</b> abilities <ul style="list-style-type: none"> <li>Demonstrate effective communication skills.</li> <li>Construct personal leadership plan.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and present reports that are clear and concise.</li> </ul>
		<ul style="list-style-type: none"> <li>Work effectively with others as both a participant and a leader in a diverse team.</li> </ul>
<b>C</b>	Be <b>CRITICAL THINKERS</b> <ul style="list-style-type: none"> <li>Formulate effective solutions to business problems.</li> </ul>	<ul style="list-style-type: none"> <li>Solve business problems using critical thinking and analytical approaches.</li> </ul>
<b>G</b>	Have <b>GLOBAL AWARENESS</b> <ul style="list-style-type: none"> <li>Evaluate the global impact of business decisions.</li> <li>Explain the ethical implications of business decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Apply knowledge of the diverse demographics and environmental complexities to decision making within a global operating environment.</li> </ul>
		<ul style="list-style-type: none"> <li>Apply legal, ethical, social and environmental considerations to business problems and opportunities.</li> </ul>
<b>S</b>	Have a <b>STRATEGIC PERSPECTIVE</b> <ul style="list-style-type: none"> <li>Synthesize interdisciplinary knowledge to make strategic decisions.</li> <li>Examine the environmental impact of business decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Analytically link interdisciplinary business data, knowledge, and insight to make quality strategic decisions.</li> </ul>

This course learning objectives, related MBA goals and assessments are as shown below:

<b>MBA Learning Goals</b>	<b>Course Learning Objectives</b>	<b>Assessment</b>
<b>G, S</b>	1. Develop understanding and mastery of key global organizational management concepts, models and literatures.	A, B, D, E (below)
<b>C, G</b>	2. Improve abilities of critical thinking, issues analysis and problem solving in a global business environment.	B, C, D, E (below)
<b>G, S</b>	3. Develop and apply knowledge of global operations and strategic decision making in a variety of real-world contexts.	A, C, D, E (below)
<b>C, G, S</b>	4. Improve knowledge and critical understanding of stakeholder issues, ethics and corporate social responsibility in a global environment	A, C, D, E (below)
<b>L</b>	5. Work effectively with others to develop knowledge and mastery of global organizational issues in a virtual technology-enabled team-learning environment.	A, B, E (below)
<b>L</b>	6. Improve written presentation and report writing abilities.	A, B, C (below)
<b>L, C</b>	7. Develop abilities to debate issues and communicate arguments effectively using collaborative technology.	A, E (below)
<b>C, G, S</b>	8. Develop an understanding of current business events and compare and contrast real world events with academic theories in global management and organization.	C, D (below)
A) Individual country report B) Current event presentation C) Written case review D) Midterm/Final Exam E) Participation (discussion forums: posts/replies)		

### **TEACHING METHODS & LEARNING STRATEGIES**

This course is a virtual online course and will be primarily driven by student discussions. Although the instructor will lead the class, the instructor's role will be as a facilitator of student discussions. Class will involve weekly discussions of readings, cases, and assignments, scheduled chats, e-mail participation, individual and group exercises, case analysis, individual research, and individual and group presentation. Students will have one week to complete all discussions and assignments. Week will begin Monday mornings and all assignments will be generally be due at 11:59pm on Sunday.

Learning strategies for the class will be student focused, using both self-directed and group interaction, however, most of the class will be predominately student self-managed and self-directed. Whenever possible, students will be encouraged to apply his/her own professional experiences and perspectives to support and reinforce class material and class discussions.

### **TEXTS AND READINGS**

1. Cavusgil, S.T., Knight, G., & Riesenberger, J.R. (2012). International Business: The New Realities (3<sup>rd</sup> Edition). Boston, MA: Prentice Hall Publishers (Pearson), ISBN: 978-0-13-609098-4.
2. Select Readings/Cases, handouts, and exercises (Select class topics will be supported by additional reading and case study material. This material will be available online on Canvas).
3. Supplementary reading material: To achieve an optimal learning experience and to facilitate class discussions students should regularly read newspapers and magazines related to the field of international business. In pursuit of this at a minimum, all students are required to subscribe to the Wall Street Journal (WSJ) this semester (Instructions for subscribing for a special "student subscription can be found in Appendix 1 and on your Canvas Course Web page). In addition to the WSJ subscription, students should also access and read other newspapers and magazines on current issues in international business; e.g.,
  - The Financial Times
  - The New York Times
  - Fortune
  - The Economist
  - Business Week
  - Other business periodicals

### **Harvard Business Case Studies**

As part of the course we will be discussing and writing up reviews for Harvard Business School (HBS) cases. The following cases will be discussed in the class this semester:

- "Hong Kong Disney" (Prod# 9B07-MO13)
- "Carlsberg in Emerging Markets" (Prod # W11045)
- "Global Wine War 2009: New World versus Old World (Prod # 5-910-412).
- "Corruption: The International Evolution of New Management Challenges" Prod # 909M65

The HBS cases may be obtained by registering and purchasing at the HBS student site:

<https://cb.hbsp.harvard.edu/cbmp/import/ptos/18800255> (Each case is approximately \$3.95). You can also go to: <https://cb.hbsp.harvard.edu/cbmp/access/27993671> for course pack of assigned cases.

### **Further Recommended Reading: Harvard Business Review (HBR) Articles**

All HBR articles are available to you via online access to the FGCU library at “Business Source Premier (Access FGCU Library and select Business Source Premier, and HBR for your article search). The non-HBR \* readings below will be posted to your Canvas Website.

1. Capelli, P., Singh, H, Singh, J. and Useem, M. (2010). Leadership Lessons from India, *Harvard Business Review*. 88(3): 90-97.
2. Chironga, M., Leke, A, Lund, S. and Van Wamelen, A. (2011). Cracking the Next Growth Market: Africa. *Harvard Business Review*, 89(5): 117-122.
3. \*Cohen, J. (2011). Seven Billion. *New York Times*. October 23, 2011.
4. Earley, C.P., and Mosakowski, E. (2004). Cultural Intelligence. *Harvard Business Review*, October 2004 (Reprint: RO410J)
5. Eyring, M., Johnson, M. and Nair, H. (2011). New Business Models in Emerging Markets. *Harvard Business Review*, 89(1/2): 88-95.
6. \*Friedman, Thomas (2005). It's a Flat World, After All. *New York Times*, April 3, 2005.
7. Ghemawat, P. (2010). Finding Your Strategy in the New Landscape. *Harvard Business Review*, 88(3): 54-60.
8. Henisz, WJ. and Zelner, BA. (2010). The Hidden Risks in Emerging Markets. *Harvard Business Review*, 88(4): 88-95.
9. Hout, T. and Ghemawat, P. (2010). China vs. the World. *Harvard Business Review*, 88(12): 94-103.
10. Javidan, M, Teagarden, M. and Bowen, D. (2010). Making It Overseas. *Harvard Business Review*, 88(4):109-113.
11. Sebenius, J. (2002). The Hidden Challenge of Cross Border Negotiations. *Harvard Business Review*. March 2002. pp 1-11 (Reprint R0203F).
12. \*Thomas, D. and Inkson, K (2009). Communicating, Negotiating, and Resolving Conflicts Across Cultures, Chapter 5, In *Cultural Intelligence, Living and Working Globally*, Second Edition. New York: Berrett Koehler Publishers (Reprint No: BK0005)

### **COURSE REQUIREMENTS**

**Current Event Presentation** Throughout the semester it is expected that students will pay attention to current developments in international business by reading something every day in the daily or business press; e.g., *The Economist*, *Business Week*, *The Wall Street Journal*, *The Asian Wall Street Journal*, *The New York Times*, local press and other outlets have sections dealing with issues related to international business (you can also follow emerging issues on websites of these and other publications). Related to your review of current events in international business, for this assignment, each student will post a brief online presentation of an international business article taken from the current press. In addition to your own presentation, you will post comments and reactions to the presentations of your colleagues.



Specifically for this assignment, you will be asked to do a written/oral presentation and a lead discussant for your article:

Written/Oral Presentation:

You will prepare a five minute presentation review on a recent news story that you have read. Optimally, if you are able, please attach an audio commentary with the slides, and/or attach notes on each slide that you would read as if you were making the presentation in class. The article review will be posted as a power point presentation (15 slides). You are encouraged to try to make your presentation as visually exciting and interesting as possible. You should work with the 5 minute limit representing 15 slides of 20 seconds each. Going significantly over or under this time limit and number of slides can potentially result in a lower mark.

Sources for the articles could come from supplemental readings databases such as Financial Times ([www.ft.com](http://www.ft.com)); The Economist ([www.economist.com](http://www.economist.com)); The Wall Street Journal ([www.wsj.com](http://www.wsj.com)); Business Week ([www.businessweek.com](http://www.businessweek.com)), etc. Note that the articles must be published in these sources and/or other reputable business sources and must be ideally related to one of the assigned topics related to international management discussed in class. Please note that the objective of this assignment is for you to connect the “textbook” with events in the real world. Perhaps more than any other course, Global Organization Issues is current. This assignment encourages you to make the connection. This presentation should be addressed to a general audience that does not know anything about the event you have chosen.

**You only need to make one presentation either in Week 6 or Week 11**

On the selected week you should post your PowerPoint into the discussion forum for this week.

Lead Discussant:

Students posting their presentation should act as lead discussant for their presentation. All students for this assignment will be encouraged to review all or as many of the weekly posted articles, however, all students will engage in discussion of at least five articles posted on Week 6 and 8. On the week of your article, you should act as lead discussant for your presentation responding to others that comment on your article.

Special Instructions:

**What should you look for in an appropriate news article?**

As you scan through the daily news, look for examples where companies are likely to be affected by political, economic or socio-cultural issues in foreign countries, or where a company’s strategic decision is highlighted. In addition you may choose an article or event that exemplifies one of the conditions of the international environment, or reflects changes and challenges in the international institutions and environment for business. Your choice must clearly develop an international business issue. The article must be no more than two weeks old at the date of presentation.

Some examples:

- Recent religious violence in Indonesia
- Recent debate about whether Chinese companies are innovative or not
- Canada's aging population said to lower economic potential
- Greek or other Euro credit crisis
- French retailer Carrefour contemplates merger with Brazilian firm

**NOTE:** Your report content must not be just a summary of the details of the article or the event, but an elaboration of the implications of the event that answers the question "Why should we care?" In order to fully develop this presentation and answer this question it is expected that you will explore information beyond that contained in the article or event you present.

Your presentation should begin with identification of the title, source and date of the article. You should explain the essence of the article and the issues it represents. You should elaborate on background and implications of the article, concluding with an answer to the question "Why should we care?"

**Weight Value and Due Date:** This assignment has a weighted overall value of **10% of final grade** and is due on either Week 6 or Week 11. Please note that, although you are encouraged to submit your article as soon as possible, the deadline for submitting the presentation is either midnight on Tuesday of Week 6 and Week 11. It is expected that class members will discuss the articles up until midnight of the respective week.

**Individual country report** Each student will select a country which they will develop a "country report." The country report will be presented from the perspective of the local Chamber of Commerce of the assigned country. For this assignment, students will present a 15-minute power point/audio presentation of their assessment of the business environment of their chosen country from the point of view of the chamber of commerce of that country. The objective of this assignment is for the student to practice thinking about the factors in a country environment, which impact business operations and opportunities. It also requires you to change your point of view from an outsider to an insider, selling your country. For this presentation imagine an audience of decision makers who are interested in identifying international marketing, sourcing and/or investment opportunities.

**Report Content:** Briefly, the report should persuade an interested party that there is business potential in the target country. Students should include in their presentation assessment data relevant to the political/legal, economic, social/cultural factors and market conditions that support the country's investment opportunities. For this assignment, students may choose a single industry and build their argument around opportunities for that industry, or may alternatively choose to emphasize the general attractiveness of the country. Be sure to identify potential challenges created by the specific environmental conditions in the country, and offer suggestions as to how the challenges can be overcome. Think of this as handling objections when making a sales pitch.



A good example of a pitch for an unlikely opportunity can be found in this pitch for a North Korean venture. Notice how they handle negative perceptions.

<http://www.youtube.com/watch?v=Z3vr2peutHw>

The focus of this report is on your understanding of the nature of the foreign business environment.

*What do businesses look for in an opportunity?*

Report Format: The presentation should include both audio and visual components, usually including but not limited to slides and narration. One recommendation is to create your presentation using PowerPoint then narrate the slides using a screencast software. One good option for this is the free software available at [www.screencast-o-matic.com](http://www.screencast-o-matic.com) that allows for capturing up to 15 minutes of voice-over presentation and contains some editing tools. This assignment is to be completed and submitted online no later than the date indicated on the class schedule. It will be evaluated for thoroughness, thoughtfulness, organization use of evidence and demonstrated understanding of relevant concepts.

Evaluation: This assignment is to be completed and submitted online no later than the date indicated on the class schedule. It will be evaluated for thoroughness, thoughtfulness, organization use of evidence and demonstrated understanding of relevant concepts.

An A presentation will include consistent, appropriate and effective audience engagement, flawless professional presentation style as discussed in class, coverage and thorough understanding of the international business concepts, and effective and persuasive use of current and appropriate evidence; consistent and appropriate point of view. An A presentation has a strong organizational structure and a logical argument.

A B presentation will include some effort at audience engagement, professional presentation style with minimum lapses, coverage of most of the relevant international business concepts, and use of some current and appropriate evidence. A B presentation may have lapses in organizational structure and logic.

Grades between B and A will have various strengths and weaknesses. Grades below B (does not meet expectations) will be lacking in one or more of the criteria.

Feedback on your other team members presentations

Each student should post into the discussion for this assignment a commentary on the presentation of their classmates. **This commentary on the presentations of their classmate should be posted to the discussion forum no later than noon Sunday at 11:59pm of Week 16.**

In your commentary I expect you to describe at a minimum the identification of strength of the presentation, recommendations for the presentation, and if you feel they made a strong case for the promotion of their country as a good marketplace.

**Weighted Value/Due Date:** This assignment weighted value is 20% of overall grade and is due on or before Week 16.

**HBS Case Review** Several Harvard Business School (HBS) cases will be discussed. As part of these discussions, students will discuss four HBS cases and will prepare a written case brief for two of the assigned HBS cases (the written case brief for both of these cases will be completed prior to the class discussion of the case. The choice of which two cases to submit is yours alone. No extra marks will be given for submitting briefs for more than two cases.

Write-ups for the HBS Case Review should be around **1500 words maximum** (3.5-4 pages), 12 point Times New Roman font, double-spaced, in addition to exhibits. Please also use exhibits and charts as necessary to support your text answers. For this assignment, you will respond to specific case study questions. Although it is expected that your answers will show critical thinking and demonstrate knowledge of case material, most important your answers must respond to the case specific case questions in each case (case study questions are shown below):

### Case Study Questions

#### Corruption: The International Evolution of New Management Challenges

(Case will be discussed in “Discussion Forum and not written up)

1. Why have governments individually and collectively decided to crack down on corruption? Is this crack down a permanent change or a temporary phase?
2. Analyze the causes of corruption. Why has corruption been greater in countries with extensive government regulation? Will a shift to free markets inevitably reduce corruption?
3. Where would you draw the line between acceptable gifts and unacceptable bribes? Does this line differ among countries? Present a sample of an anti-corruption code from a major US corporation (if possible)
4. Can laws and international agreements change corruption practices where these are embedded in culture and societal norms and political actions?
5. Are donations to politicians and political parties a form of corruption? Should donations be prohibited?

#### Hong Kong Disney

- 1) Hong Kong Disney had mechanisms in place to adapt to local Hong Kong culture, yet these means appeared to be ineffective. Why? What areas, in terms of cultural adaption, still need further improvement?
- 2) Chinese guests often do not know norms or international behavior when travelling abroad, which creates a special problem for HKD. What can HKD do to alleviate this problem?
- 3) Identify two issues challenging HKD current operations, and propose corresponding solutions?
- 4) What would be some foreseeable challenges for the Walt Disney Company if it chooses to enter the China Market?
- 5) How can experience gained from running HKD help the Walt Disney Company’s intended expansion into the China market (they are planning their next theme park in Shanghai)?

Carlsberg in Emerging Markets

1. Describe and discuss different strategies of multinational enterprises when expanding into emerging markets. Comment on the pros and cons of Carlsberg's acquisition strategy in China.
2. What are the key marketing challenges when entering an emerging market? How is entering an emerging market different from entering a Western market?
3. What is Carlsberg's competitive environment in China and how well is Carlsberg positioned relative to its competitors?
4. Analyze the global beer industry and relate this to Carlsberg's current realized emerging market strategy.

Global Wine War 2009: New World versus Old World (Prod # 5-910-412).

1. How did the French become the dominate competitors in the increasingly global wine industry for centuries? What sources of competitive advantage were they able to develop to support their exports and where were they vulnerable?
2. What changes in the global industry structure and competitive dynamics led France and other traditional producers to lose market share to challengers from Australia, U.S. and other New World countries in the late twentieth century?
3. What advice would you offer today to the French Minister of Agriculture? To the head of the French wine industry association? To the owner of mid-size, well regarded Bordeaux vineyard producing wines in the premium and super premium categories?
4. What advice would you offer today to the Australian Minister of Agriculture? To the head of the Australian wine industry association? To the owner of mid-size, well regarded Barossa Valley vineyard producing wines in the premium and super premium categories?
5. What advice would you offer today to the U.S. Minister of Agriculture? To the head of the major U.S. wine industry association? To the owner of mid-size, well regarded Napa Valley vineyard producing wines in the premium and super premium categories?

**Weighted Value/Due Date:** This assignment weighted value is 10% for the first case and 10% of overall grade for the second case. Refer to class schedule for due dates.

**Midterm and Final Exam:** Two exams will be given. One exam will be given at approximately the mid-point of the class and the second exam will be given at the end of the course. The exams will be taken from all aspects of class material; e.g., chapters, readings, and cases. The format for the mid-point exam will be a combination of short scenario, multiple choice questions and possibly some short answers and cases. The final examination will also be taken principally from all aspects of class material. It is anticipated that the format for the final will be similar to the mid-point exam; however, the specific format for the final will be determined after the midterm examination (final is not a cumulative exam and will cover material covered after the mid-point exam).

**Note:**

- Missed exams counts as zero and make-up exams will not be scheduled under any circumstances unless the absence falls under the conditions for an excused absence according to the university policy (review the make-up policy which under ground rules at the end of the syllabus).
- Exams will be taken online. Students will be given a set time frame to complete exams during the week the exam is scheduled (see schedule for exam week).

**Weighted Value/Due Date:** This assignment weighted value is 10% for midterm and 15% for the final. Refer to class schedule for exam week.

### **Class Attendance/Participation**

This course contains numerous significant class activities. Although the class is conducted on-line, your participation and attendance to regularly monitoring and contributing to posted discussion forums is of the utmost importance. Therefore, all students are expected to initiate and actively participate in virtual class discussion on the assigned case, reading and topics of interest. The instructor will serve as an observant and sometimes a facilitator/ evaluator. In addition, it is anticipated that student will apply his/her own professional and/or academic experiences to the discussion and critical evaluation of the course material, cases and presentations. Online participation in class activities is expected and will be recorded (You are responsible for advising the instructor by email of the reasons for any extended absences in advance.

For the class: *Course topics readings and cases will be divided into weekly sessions. Our weekly calendar will begin on or before Monday 8:00am and will end no later than Sunday at 11:59pm.*

Students are expected to actively participate in posted class forums in a timely manner (it is required that students respond to posts no later than 48 hours after the initial posts; ideally it should be within 24 hours). Please note that all class participation and weekly assignments are due each week and must be submitted prior to close date for the week (Sunday, 11:59pm), however, again, it is ESSENTIAL that students submit their posts early in order to give other students the opportunity to respond to them; thus creating the opportunity for a virtual dialog with the class.

Class participation grade will primary involved:

- Original Posts,
- Reponeses to Posts
- Quality of Posts

*Weekly Discussion Forums will be assessed based on your participation in our select forums which include:*

#### I. Introductions

- Introduction “International Me” – week one

#### II. Case Discussions

- Debating the Merits of Globalization (Chapter 2)
- Hollywood’s influence on Global Culture (Chapter 4)
- Political, Legal and Ethical Challenges in the Global Pharmaceutical Industry (Chapter 7)
- Tata Group: India’s New Global Challenger (Chapter 10)
- DaimlerChrysler: A Failed Global Merger (Chapter 15)

### III. Harvard Case Studies

- Hong Kong Disney (HKD)
- Carlsberg in Emerging Markets
- Global Wine War 2009
- Corruption: The International Evolution of New Management Challenges

### IV. Current Event (Week 6 & 11)

### V. Other Discussions (Readings, etc)

Please note for the case discussion, you will be expected to respond to and discuss the cases in online discussion threads to be set up for each case. Each thread will have instructions and questions for the relevant case analysis. You may raise questions on the chapters and other course material in the discussion thread set up for that purpose.

The characteristics of a valuable on-line discussion contribution are as follows:

- Relevance: Are your comments clearly related to the article, case or reading and to the comments of others? Does your comment stick to a subject or does it wander?
- Advancement: Does your comment move the discussion forward? Does it take the discussion farther and deeper than previous comments or does it reiterate past comments?
- Fact-based: Have you used specific facts from the article, case or reading to support your analysis or do they leave open other interpretations?

**Note:** *These discussion forums are driven by you and gives you the opportunity to openly discuss readings, commentaries, or other material that is assigned and presented. Questions from the readings, commentaries, and the case studies can be used in class exams. Also, weekly forums will generally be given a “complete” or “incomplete” in the gradebook weekly. However, the “complete or incomplete” grade indicates that you have posted to this forum only and is not your grade for the forum – overall participation grade will be given as an aggregate grade at the end of the course and will be based on your overall participation in “all your online discussions.”*

### **Tutorial/Chats**

Over the semester, “tutorial/chats” will be conducted. The purpose of the tutorial/chat meetings is to provide support for class material and a format for presenting and discussing class topics. Also, on several tutorial sessions a “case study” or case concepts may be presented and discussed. Although attendance at tutorial sessions is *optional*, it is recommended that you try to attend (log in) to these sessions whenever possible.

**NOTE:** *Approximately 4-5 Tutorial/Chats will be conducted through Canvas discussion forums synchronously at regularly scheduled tutorial time. At this time Tutorial/Chats will be conducted on Wednesday 8:00-9:00pm. The specific dates for the chats will be announced after week two of the class.*

**Weighted Value/Due Date:** This assignment weighted value is 25% (weekly discussion will be recorded but one final aggregate grade will be given for assignment at end of the term).

**EVALUATION METHODS/ASSESSMENT**

A)	Individual country report	23 %
B)	Current event presentation	12 %
D)	Written case review (Case 1 worth 10%; and Case 2 worth 10%)	20%
E)	Midterm/Final Exam (Midterm worth 10% and Final 15%)	25%
F)	Participation (discussion forums: posts/replies)	20 %
Total		100%

**Grading Scale**

**Estimated Workload**

Grade	Value	Average	Hrs.
A+	90-100	Tutorial	6
A	85-89	Exams	4
A-	80-84		
B+	75-79	Total Non-Virtual Contact Hours	10
B	70-74	Preparation & post class processing	30
B-	65-69	Written Assignments	40
C+	60-64	Private Study	10
C	55-59	Exam Preparation	25
C-	50-54	Virtual Classroom Discussion (minimum)	45
D	40-49	Total Virtual Non-Contact Hours	150
F	Below 40	<b>TOTAL HOURS</b>	<b>160</b>



## CLASS AND UNIVERSITY POLICY

### Attendance Policy

Although there are NO in-person physical class meetings in a virtual class, attendance, e.g., participation in virtual discussion forums, are critical for your success in the class. Therefore, it is expected that students will **actively** contribute to virtual classroom discussions.

### Assignment Completion Deadlines

Assignments due dates and dates of other evaluated activities are indicated on the schedule. Assignments are to be submitted on Canvas in assignment folders or drop boxes that will be set up for that purpose and are due 11.59 pm of the day indicated, unless otherwise indicated. It is the discretion of the instructor if late assignments will be accepted; however, any accepted late assignments will incur a penalty. The amount of the penalty will range from be a minimum of 20% to up to 50% of the assessed mark for assignments with five days of lateness; after five days, assignments will not be accepted.

### Make-Up Exams

Exams will generally be posted over a week's time period in which the student will complete the exam. Make-ups for exams after this date will NOT normally be given. The only exception will be well-documented SERIOUS emergency, natural disaster, or serious illness of the student or close family member. In relevant cases physician's confirmation will be required. Make-ups will absolutely NOT be given because the date of exam happen to clash with student's travel plans, sports activities or regular work schedules. ALL requests for make-ups will need to be thoroughly documented.

### Academic Dishonesty/Cheating Policy

*"All students are expected to demonstrate honesty in their academic pursuits. The university policies regarding issues of honesty can be found under the "Student Code of Conduct in the Student Guidebook. All students are expected to study this document, which outlines their responsibilities and consequences for violations of the policy."*

The FGCU Student Guidebook is available online at  
<http://studentservices.fgcu.edu/judicialaffairs/new.html>

### Plagiarism

Plagiarism occurs whenever you copy someone's writing, even partially, and fail to reference it in your paper. If anyone is found plagiarizing, they will be given an automatic 0 for their assignment and the team will be turned over to Judicial Affairs. In addition, you are responsible for your team members. If anyone in your team is caught plagiarizing, then the whole team will be given a 0 for the assignment. **IF YOU HAVE ANY QUESTIONS AS TO WHETHER SOMETHING WILL BE CONSIDERED PLAGERIZED, BE SAFE AND REFERENCE THE SOURCE. If you copy a substantial amount of the sentence from a source, it should be referenced with QUOTATIONS.** If you paraphrase it, you must reference it but you do not need quotes.

All students will be asked to sign an "ethics oath" prior to taking each online exam. In addition, although this is an online course it is essential that all students independently complete their work. Violation of this are regarded in the same category as cheating and academy dishonesty.

### **Disability Accommodations Services**

*“Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university’s guiding principles, will provide classroom and academic accommodations to students with documented disabilities. If you need to request an accommodation in this class due to a disability, or you suspect that your academic performance is affected by a disability, please contact the Office of Adaptive Services. The Office of Adaptive Services is located in Howard Hall 137. The phone number is 239-590-7956 or TTY 239-590-7930”*

### **Student Observance of Religious Holidays**

*“All students at Florida Gulf Coast University have a right to expect that the University will reasonably accommodate their religious observances, practices, and beliefs. Students, upon prior notification to their instructors, shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances. Where practicable, major examinations, major assignments, and University ceremonies will not be scheduled on a major religious holy day. A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence.”*

### **Center for Academic Achievement**

The Center for Academic Achievement (CAA) provides academic support services to all FGCU students. Students can take advantage of our free peer tutoring and Supplemental Instruction sessions for lower-level math and science courses, as well as workshops to facilitate the development of skills necessary for college success. If you would like to participate in any of our programs, learn about tutoring services, or meet with an Academic Retention Coordinator, please visit the CAA in Library 103 or call us at (239) 590-7906. The website for CAA is [www.fgcu.edu/caa](http://www.fgcu.edu/caa).

### **Resources for Faculty General Education**

Information on General Education program requirements is available online at [http://www.fgcu.edu/General\\_Education/index.html](http://www.fgcu.edu/General_Education/index.html)

**Service-Learning:** Information on integrating service-learning into the course and course syllabus is available online at <http://www.fgcu.edu/Connect/>

**Distance-Learning:** Information on distance learning courses is available online at <http://itech.fgcu.edu/distance/>

**Online Tutorials:** Information on online tutorials to assist students is available online at <http://www.fgcu.edu/support/>

### **CANVAS Learning Management System and Demonstration Site**

Information on CANVAS is available online at <http://elearning.fgcu.edu/frames.aspx> and <http://elearning.fgcu.edu/section/default.asp?id=xxxDemoonlinecoursestudent>

### **Library Resources**

Main page: <http://library.fgcu.edu/>

Tutorials & Handouts: <http://library.fgcu.edu/RSD/Instruction/tutorials.htm>

Research Guides: <http://fgcu.libguides.com/>

Faculty Support: [http://library.fgcu.edu/faculty\\_index.html](http://library.fgcu.edu/faculty_index.html)

Contact Us: <http://library.fgcu.edu/LBS/about/contactus.htm>

### **International Business**

The FGCU link has been developed to connect you directly to several research guides for international business research: [http://fgcu.libguides.com/international\\_business](http://fgcu.libguides.com/international_business)

### **Financial Times, WSJ, and other Business Journal Databases**

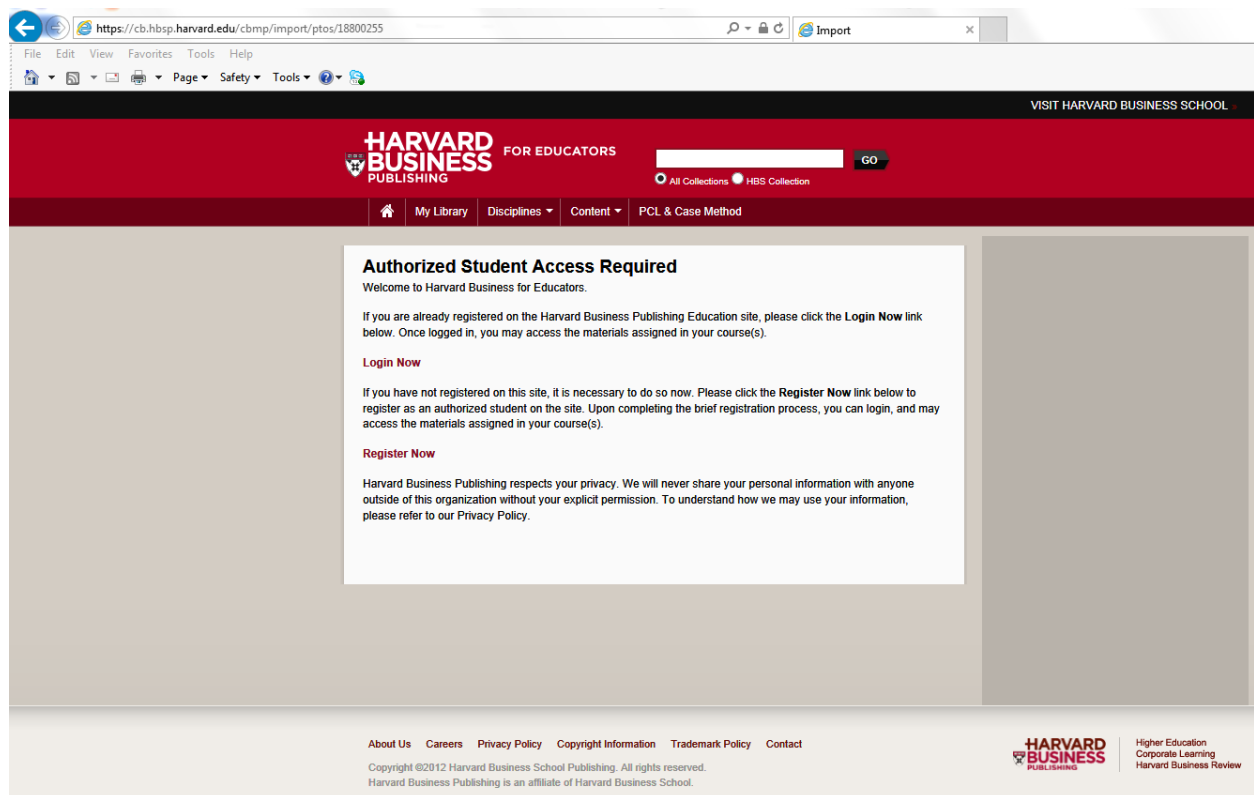
The following FGCU link connects you to search databases for business journals such as Financial Times, WSJ, etc:

[http://ze7cm3rw7t.search.serialssolutions.com/?V=1.0&N=100&L=ZE7CM3RW7T&S=AC\\_T\\_B&C=financial+times](http://ze7cm3rw7t.search.serialssolutions.com/?V=1.0&N=100&L=ZE7CM3RW7T&S=AC_T_B&C=financial+times)

### **Other Resources:**

For this course students are required to purchase Harvard Business School (HBS) cases. To register to HBS and purchase cases, students should go to:

<https://cb.hbsp.harvard.edu/cbmp/access/27993671>



**MAN 6607**  
**GLOBAL ORGANIZATIONAL ISSUES**  
**VIRTUAL CLASS SCHEDULE\***

*Week is from Monday to Sunday;*

*Assignments are due on or before Sunday at 11:59pm, unless otherwise indicated*

<b>Week / Date</b>	<b>Topic, Readings and Case Assignments</b>	<b>Activities</b>	<b>Due</b>
<b>Week 1</b> Aug 18-24	<b>Introduction to International Business</b>		
	<ul style="list-style-type: none"> <li>Chapter 1</li> <li>Syllabus</li> </ul> <u>Instructions:</u> Share information about yourself by introducing yourself on the discussion thread. Carefully read this syllabus and post or email any questions to the instructor. Make sure you can access all online materials including the library.	Online discussion: Student introductions	Student Introduction
<b>Week 2</b> Aug 25- 31	<b>Globalization of Markets and Global Participants</b>		
	<ul style="list-style-type: none"> <li>Chapter 2 and 3</li> <li>Case: Debating the Merits of Globalization (Chap 2)</li> <li>Readings: Friedman; and Cohen</li> </ul>	Online discussion: Globalization	
<b>Week 3</b> Sept 2-7	<b>Cultural Environment of International Business</b>	Sept 1: Labor Day	
	<ul style="list-style-type: none"> <li>Chapters 4</li> <li>Case: Hollywood's influence on Global Culture (Chapter 4)</li> <li>Reading/HBR: Sebenius</li> <li>Reading: Thomas and Inkson</li> </ul>	Online Discussion: Case Study	
<b>Week 4</b> Sept 8-14	<b>Ethics and International Business</b>		
	<ul style="list-style-type: none"> <li>Chapter 5</li> <li>Case/HBR: Corruption: The International Evolution of New Management Challenges</li> <li>Reading/HBR: Earley and Mosakowski</li> </ul>	Online Discussion: HBR Case	
<b>Week 5</b> Sept 15-21	<b>International trade and investment</b>	<b>Written Case Brief 1 due Sun (11:59pm) before week begins</b>	<b>Case Brief 1: Global Wine War</b>
	<ul style="list-style-type: none"> <li>Chapter 6</li> <li>Case/HBR: Global Wine War 2009</li> </ul>	Online Discussion: Off Shore Ethics	
<b>Week 6</b> Sept 22-28	<b>Current Event</b> Government Intervention in International Business & Regional Economic Integration	<b>Current Event due no later than Tuesday at 11:59pm</b>	<b>Current Event</b>
	<ul style="list-style-type: none"> <li>Chapter 8, 9, &amp; 11</li> </ul>	Online Discussion: Current Events	
<b>Week 7</b> Sept 29-Oct 5	<b>Political and Legal Systems in International Business</b>		
	<ul style="list-style-type: none"> <li>Chapter 7</li> <li>Case: Political, Legal, and Ethical Challenges in the Global Pharmaceutical Industry (Chapter 7)</li> <li>Readings/HBR: Chironga et al; and Henisz /Zelner</li> </ul>	Online Discussion: Case Study	

<b>Week / Date</b>	<b>Topic, Readings and Case Assignments</b>	<b>Activities</b>	<b>Due</b>
<b>Week 8</b> Oct 6-12	<b>Emerging Markets</b>	<b>Written Case Brief 2 due Sun (11:59pm) before week begins</b>	<b>Case Brief 2: Carlsberg</b>
	<ul style="list-style-type: none"> <li>Chapter 10</li> <li>Case: Carlsberg in Emerging Markets (Harvard)</li> <li>Reading/HBR: Eyring, Johnson and Nair</li> </ul>	Online Discussion: HBR Case: Carlsberg	
<b>Week 9</b> Oct 13-19	<b>Midterm Exam</b>	<b>Midterm Exam Chapters 1-10</b>	<b>Midterm Exam</b>
<b>Week 10</b> Oct 20-26	<b>Strategy and Organization in the International Firm and Global Market Assessment</b>		
	<ul style="list-style-type: none"> <li>Chapter 12 and 13</li> <li>Case: Tata Group: India's New Global Challenger (Chapter 10)</li> <li>Readings/HBR: Capelli et al</li> </ul>	Online Discussion: Case Study	
<b>Week 11</b> Oct 27-Nov 2	<b>Current Event</b> FDI, Exporting, Licensing and Franchising	<b>Current Event due no later than Tuesday at 11:59pm</b>	<b>Current Event</b>
	<ul style="list-style-type: none"> <li>Chapter 14, 15, and 16</li> </ul>	Online Discussion: Current Event	
<b>Week 12</b> Nov 3-9	<b>Global Sourcing and Marketing</b>	<b>Written Case Brief 3 due Sun (11:59pm) before week begins</b>	<b>Case Brief 3: Hong Kong Disney</b>
	<ul style="list-style-type: none"> <li>Chapter 17, and 18</li> <li>Case: Disney Hong Kong (Harvard)</li> <li>Reading/HBR: Hout and Ghemawat</li> </ul>	Online case discussion	
<b>Week 13</b> Nov 10-16	<b>HR and Financial Management</b>		
	<ul style="list-style-type: none"> <li>Chapter 19 and 20</li> <li>Case: A Failed Global Merger (Chapter 15)</li> <li>Readings/HBR: Javidan et al; and Ghemawat</li> </ul>	Online case discussion.	
<b>Week 14</b> Nov 17-23	<b>Final Exam</b>	<b>Final Exam Chapter 11-20</b>	<b>Final Exam</b>
<b>Nov 15</b> Nov 24-30	<b>Thanksgiving</b>		
	<ul style="list-style-type: none"> <li>Enjoy Thanksgiving/work on final presentation</li> </ul>		
<b>Week 16</b> Dec 1-7	<b>Individual Country Presentations</b> <b>Course Recap</b>	<b>Final Presentation is due Sun (11:59pm) before week begins</b>	<b>Country Presentation</b>
		Online Discussion	

\*This schedule is tentative and the instructor reserves the right to modify this schedule as circumstances dictate. The last date to drop without academic penalty is Friday November 8. Further information and instructions about the following assignments will be provided in separate documents to be posted on Canvas.

## APPENDIX ONE

# THE WALL STREET JOURNAL.

PRINT & ONLINE  
Smartphone Mobile Reader & Tablet App

*The Wall Street Journal Educational Program provides you with access to the Print Paper, WSJ.com, and Tablet & Smartphone Mobile Reader.*

### **SPECIAL STUDENT OFFER**

#### **Instructions:**

1. Go to [www.wsj.com/studentoffer](http://www.wsj.com/studentoffer) and choose 15 weeks or 1 year or [www.wsj.com/impress](http://www.wsj.com/impress) for a 1 or 2 year option. Fill in "Your Personal Information to Create Your Account"
2. Next you will enter your school information, and you will use the first three digits of the zip code for Florida Gulf Coast University (**339**) and click on **FLORIDA GULF COAST UNIV** for the school name in the drop down box. Then select your "Referring Professor" **"RUBENS, ARTHUR"**,
3. Enter your delivery information and billing information and click submit.  
  
\*\*NOTE- If you do not want to receive the print version you can have it sent to any address, so you can send it to a family/friend, or your work address.
4. If you have any questions please contact **Rachel Ross** at **Rachel.ross@dowjones.com**

Also available - Barron's at 60% off regular rate- subscribe for Barron's print and online at <http://barrons.com/studentoffer> for \$52.00 for 52 weeks. Stay current with market activity, understand last week's markets, and anticipate market