Course title: Global Environment of Business
Course number: BUS 200, K01
Course description: Global Environment of Business is designed to introduce you to the ever-changing global environment in which business occurs. As the world becomes increasingly connected, business serves as a core institution that mediates relations between individuals across national boundaries. This global environment shapes business as much as business shapes it. This course will provide an overview of the global environment of business through the study of political economy, international institutions and theories of international trade, and global conflicts and cooperation around issues such as natural resources, labor, human rights, distribution of income, and the environment. The course will address implications of each of these topics for business.

This course meets the Global Understanding requirement of the University.

Class location: Inchon Global Campus Administration Building, Room 4020
Class meeting time: Tuesdays and Thursdays, 9:15 A.M. to 10:30 A.M.
Final exam: To be determined
Instructor: Jeffrey Kulick
Contact information:
   E-mail addresses: jkulick@gmu.edu
   University: Inchon Global Campus Administration Building, Room 4064
   Office phone: +82 32-626-5116
   Office hours: Tuesdays and Thursdays, 11:00 A.M. to 12:00 NOON
   Other times by appointment.

Mason Core Learning Objectives
The Goals of Global Understanding are accomplished through disciplinary or interdisciplinary study with the following three learning outcomes:
1. Demonstrate understanding of global patterns and processes
2. Demonstrate understanding of the interconnectedness, difference and a diversity of a global society
3. Explore individual and collective responsibilities within a global society through analytical, practical or creative responses to problems or issues, using resources appropriate to the field

You will see in the “Course objectives” section below how this course satisfies these outcome objectives.

Course materials

The text introduces many concepts, through articles from a variety of sources. The course and course assignments follow the structure of the text, so it is imperative that you read the assigned materials on a timely basis. Do not fall behind in the reading.

I highly recommended, though do not require, daily reading of the business sections of US and world business publications, such as The Washington Post, The New York Times, The Wall Street Journal, The Financial Times, Business Week, or The Economist. These periodicals and others like these are available through the GMU Libraries in electronic formats.

I will provide you with additional materials from other sources during class. The materials may include videos appropriate to the class discussion and other books, magazines, maps, etc. The classroom discussions and presentations will be the basis for insights and understanding of key concepts. These materials will be the basis for examination questions. You will also find these materials very effective starting points for your summaries.

Course objectives
The course features a multidisciplinary approach to global issues from the viewpoint of international and domestic businesses. We will examine major issues affecting companies operating in global environment. You will develop an understanding of the economic, political, and cultural differences among nations as they affect business opportunities and operations.

The course objectives will map to the School of Business Undergraduate Learning Goals as follows:
3. *Our students will be effective communicators.*
   You will develop and use business writing and presentation skills through the assignments and classroom discussions. In addition to supporting the class learning objectives, these skills will help you in other GMU courses.
4. **Our students will have an interdisciplinary perspective.**
   While much of our focus will be on determining the business issues, we will explore ideas from political, economic, social, cultural and other disciplines. No single discipline or approach is adequate to deal with the issues facing businesses.

5. **Our students will be knowledgeable about global business and trade.**
   The focus of this course is on the issues that affect international business and trade. What you learn in this course will support your studies and understanding in other School of Business courses and beyond.

9. **Our students will understand the value of diversity and the importance of managing diversity in the context of business.**
   Diversity is a particular focus in cultural considerations, analysis and management. Learning to see issues through the eyes of other cultures will help create the multicultural approaches essential to success in modern business practice.

10. **Our students will be critical thinkers.**
    The course will require you to think differently on a number of issues and learn to draw from other perspectives and disciplines. You will develop a strategic approach to global issues that incorporate international opportunities and challenges.

School of Business Undergraduate Learning Goals #1, #2, #6, #7 and #8 are not specifically addressed in this course.

Your progress against these goals will be measured in the examinations, individual assignments and a group project.

**Class structure**

The course incorporates three basic elements or approaches – introduction of concepts through reading and lectures, application of these concepts through class exercises, and integration of the concepts in individual assignments and a group project.

During the first classes, the emphasis will be on building a foundation through the introduction of concepts. Later classes continue to introduce new material and will build on the foundation to create a comprehensive view. Class discussion will form a crucial element to integrate the concepts. As such, class participation is essential for students to get full value from the class.

You are responsible for your learning. The quality of your learning will dramatically increase if you are well-prepared for class. You will be provided with Reading Assignments to help you focus on the main concepts in the textbook. Careful reading of the text is essential.

Class attendance and participation are expected. You will be tested on materials in the reading and class discussions.

**Grades**

You may earn up to 1,000 points during the course of the class. Your grade will be determined by the total points you earn. Exams and assignments are not given letter grades.
Points may be earned as follows:

- Individual unit summaries (six summaries): 300 points
- Group project (three scored deliverables): 350 points
- Mid-term Exam: 100 points
- Final Exam (comprehensive): 200 points
- Points from Examinations: 300 points
- Class participation: 50 points

TOTAL POINTS TO BE EARNED: 1,000 points

Your final grade for the course will depend on the total number of points you earn:

<table>
<thead>
<tr>
<th>Points</th>
<th>Letter Grade</th>
<th>Grade Points</th>
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<tbody>
<tr>
<td>930 – 1,000</td>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>900 – 929</td>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>870 – 899</td>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>830 – 869</td>
<td>B</td>
<td>3.0</td>
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<tr>
<td>800 – 829</td>
<td>B-</td>
<td>2.7</td>
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<tr>
<td>770 – 799</td>
<td>C+</td>
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<tr>
<td>730 – 769</td>
<td>C</td>
<td>2.0</td>
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<tr>
<td>600 – 729</td>
<td>D</td>
<td>1.0</td>
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<tr>
<td>Below 600</td>
<td>F</td>
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</table>

Excellent demonstrations of understanding, application, integration and clear understanding will distinguish efforts that receive the highest points in assignments. Concise, insightful responses and comments are preferred over rambling, unfocused responses.

Please note:
The University considers a B to be a good grade. The School of Business considers a B to be a good grade. I consider a B to be a good grade. I hope there are many A's in the class, but an A is a grade that is not earned automatically. Grades are not negotiated.

The School of Business requires a grade of C or better in this course.

**Individual project – Unit Summaries**

For each of the six units after the overview, you will prepare a brief three- to four-page, double-spaced, summary of what you think are the important points from the unit and how the readings and class discussions fit together.

These summaries will be linked directly to the readings for the class in *Annual Edition: Global Issues*, 31st Edition. The textbook readings will be developed in classes with specific emphasis on how these issues affect global businesses and trade. Your summaries will incorporate the readings, the classroom discussion and your own reflections.
These six summaries, scored individually, will be worth up to a total of 300 points toward the 1,000 points available in the course. A detailed assignment, including rubrics, will be provided. See the Matrix at the end of this syllabus for due dates.

**Group project**
You will work with a group of your colleagues to explore a global issue and how it affects international business. You will choose from among the list of topics, and you and your group will focus on that topic throughout the semester. At the conclusion of the semester, you and your group will present your findings to the class.

In addition, there will be two scored, interim deliverables: a Research Plan, indicating the areas you will pursue and how you will find information about the topic, and an Interim Report, which will outline the major arguments you will make in your presentation.

This will be the major project for this course, and you will earn up to a total of 350 of the 1,000 points available in the course. A detailed assignment, including rubrics, will be provided. See the Matrix at the end of this syllabus for due dates.

**Examination policies**
Exams will be closed-book with no notes. The exams will consist of objective questions and essay questions. The class will review major concepts before the exam.

The exams will cover the textbook materials, supplemental materials from the class and all in-class presentations.

Any use of electronic devices during the testing times will be interpreted as a violation of the University Honor Code. These devices include portable music players, cellular phones, electronic translators (without specific, prior approval), calculators and similar devices. Any student using such devices during an exam or any form of cheating during the exam will result in a score of zero for the test.

Consistent with University policy, only provable, i.e., documented, absences due to personal illness or family emergencies constitute acceptable absences for missing exams. There are no make-up exams or adjustments to satisfy the convenience of the students enrolled in this class.

If an examination is missed, you must make up the exam within one week. Unless you have made prior arrangements, a missed exam will result in a penalty of 10 percent of the total for the examination.

*You must read the text. Lecture, notes and summaries will help you understand the text, but they cannot be considered an adequate substitute for reading the text.*
Class participation
Exercises and discussion will be a part of almost all classes in the School of Business. All students are expected to be prepared for discussions and to participate in them.

Understanding of global issues is enhanced by dialogue, and this class will be greatly enhanced when students actively participate. Discussion and dialogue are essential to develop communication skills and explore topics in depth.

Class participation will be worth up to 50 points toward the course grade. You will be evaluated on participation including both speaking and listening, demonstrating the ability to evaluate others’ comments constructively, demonstrating familiarity with assigned readings and working effectively in class.

To earn the full points, you should:
- Volunteer examples, insights and responses in class.
- Demonstrate having read assignments, thought about the questions and analyzed materials.
- Build on the comments of others — disagreeing where appropriate but also supporting the comments and integrating viewpoints.
- Share expertise and experiences relevant to the discussion.
- Comment on the substance and topic of the classes demonstrating integration of the materials.

Please note that attendance is not the same as participation. Attendance is required for participation, but participation requires much more.

Not everyone likes speaking up in a class situation. If, however, a student does not enter into the discussions, there is no way to tell if he or she is learning or understanding the concepts presented. Each student is expected to contribute. You cannot participate if you do not attend class.

Your specific responsibilities
To meet the course objectives, you will use reading, assignments, project, discussion and research. Emphasis will be placed on learning and applying theories and techniques to a variety of situations.

Attendance is expected. Much of the material will be developed in class and in discussion. If there are emergencies or unavoidable absences, you should contact me prior to the class. You must arrange to get handouts and assignments from fellow students or Blackboard.

Detailed class and reading assignments will be made during the course. Assignments will be posted on Blackboard.
Written materials
All written reports should be neatly typed, legible and free of errors in grammar and spelling. All deliverables should have a title page showing a title for the assignment, course name and number, date due and the student’s name.

It happens that work submitted may not meet the appropriate standards. If there are serious problems, students might be required to resubmit the assignment, and the score will be reduced.

All work is due at the beginning of the class on the due date. Late work will not be accepted unless specific, prior arrangements have been made with the instructor. If accepted, late work will receive a lower grade. All work must be completed by the final examination.

You will receive a specific assignments on the individual and group course-long projects. You will be required to do some research on the topics. You should be able to complete a great deal of this using the electronic databases available at the University Libraries.

Community Standards of Behavior
The mission of the School of Business at George Mason University is to create and deliver high quality educational programs and research. Students, faculty, staff, and alumni that participate in these educational programs contribute to the well-being of society. High quality educational programs require an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Students, program participants, faculty, staff, and alumni accept these principles when they join the School of Business community. In doing so, they agree to abide by the following Community Standards of Behavior:

- Respect for the rights, differences, and dignity of others
- Honesty and integrity in dealing with all members of the community
- Accountability for personal behavior

Integrity is an essential ingredient of a successful learning community. Ethical standards of behavior help promote a safe and productive community environment, and ensure every member the opportunity to pursue excellence.

The School of Business can and should be a living model of these behavioral standards. To this end, community members have a personal responsibility to integrate these standards into every aspect of their experience at the School.

Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.

George Mason University Honor Code
Students are reminded of their responsibilities under the George Mason University Honor Code. It is understood that that the students will uphold the highest standards of academic work and keep their efforts free of the four areas the Honor Code addresses specifically—cheating and
attempted cheating, plagiarism, lying and stealing. We will discuss the Honor Code and the penalties for violating the Code in class.

Students are also evaluated individually. While individuals may wish to consult, analyze and discuss their work with others, the student is responsible for ensuring he or she complies with the Honor Code.

The following paragraph is taken from http://academicintegrity.gmu.edu/honorcode

Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.

I take the Honor Code seriously. I will be glad to discuss any of the Honor Code definitions or implications. The responsibility of each student as well as the faculty to ensure the Honor Code is upheld.
# Matrix Showing Key Topics, Textbook Reading Schedule, Assignment Due Dates and Exam Schedule

Note: Entries in **bold face** are scored deliverables.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Readings and Deliverables</th>
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<tbody>
<tr>
<td><strong>Unit 01: Overview of Global Issues in the 21st Century</strong></td>
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<tr>
<td><strong>Week 01</strong>&lt;br&gt;Tues., Sept. 01; Thurs., Sept. 03</td>
<td>Introduction; globalization; megatrends; geography and its implications&lt;br&gt;• <em>Global Trends 2030: Alternative Worlds, Executive Summary</em>, U.S. Intelligence Council&lt;br&gt;• <em>The Revenge of Geography</em>, Robert D. Kaplan</td>
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<tr>
<td><strong>Week 02</strong>&lt;br&gt;Tues., Sept. 08; Thurs., Sept. 10</td>
<td>Managing natural resources; millennium development goals; poverty reduction; role of United States in future international order; immigration; information revolution; power shifts&lt;br&gt;• <em>The End of Easy Everything</em>, Michael T. Klare&lt;br&gt;• <em>Not Always With Us</em>, The Economist&lt;br&gt;• <em>Why the World Needs America</em>, Robert Kagan&lt;br&gt;• <em>A Kinder, Gentler Immigration Policy: Forget Comprehensive Reform – Let the States Compete</em>, Jagdish Bhagwati and Francisco Rivera-Batiz&lt;br&gt;• <em>The Information Revolution and Power</em>, Joseph S. Nye, Jr</td>
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<tr>
<td><strong>Unit 02: Population, the Global Environment, and Natural Resources</strong></td>
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<td><strong>Week 03</strong>&lt;br&gt;Tues., Sept. 15; Thurs., Sept. 17</td>
<td>Demographics; demographic trends and international policies; arguments on climate change; managing natural resources&lt;br&gt;Using GMU Library electronic databases for project research&lt;br&gt;• <em>The New Population Bomb: The Four Megatrends That Will Change the World</em>, Jack A. Goldstone&lt;br&gt;• <em>African Child Mortality: The Best Story in Development</em>, The Economist&lt;br&gt;• <em>First World Problems–Oil's New Frontier: Wealthy Nations</em>, by Justin Sheck&lt;br&gt;• <em>Climate Change</em>, Bill McKibben&lt;br&gt;• <em>Welcome to the Revolution: Why Shale is the Next Shale</em>, Edward L. Morse&lt;br&gt;• <em>Think Again: Climate Treaties</em>, David Shorr</td>
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<tr>
<td><strong>Unit 03: Global Political Economy in the Developed World</strong></td>
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<td><strong>Week 04</strong>&lt;br&gt;Tues., Sept. 22; Thurs., Sept. 24</td>
<td>Historical role of Europe; challenges of the European Union; challenges of liberal democracies; globalization in the developed world; position of women in US and Europe&lt;br&gt;• <em>Think Again: European Decline</em>, Mark Leonard and Hans Kundnani&lt;br&gt;• <em>Broken BRICs</em>, by Ruchir Sharma&lt;br&gt;• <em>The Future of History: Can Liberal Democracy Survive the Decline of the Middle Class</em>, Francis Fukuyama&lt;br&gt;• <em>Think Again: Working Women</em>, Kay Hymowitz</td>
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Unit 02 Summary due September 22

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### Week 05

**Thurs., Oct. 01; Tues., Oct 06:**
- Dependency of developing world on developed world financial institutions; international monetary system; impact of new digital technology on power, labor, capital; wealth and poverty; challenges to middle class; the internet of things; the United Kingdom and the European Union

**Group Project Research Plan due October 1**

### Unit 04: Global Political Economy in the Developing World

#### Week 06
**Tues., Oct. 13; Thurs., Oct. 15**
- Economic change in sub-Saharan Africa; Africa and the Washington consensus; the Group of 77; innovation; digital technology and development; microfinance

**Group Project Summary due October 13**

#### Midterm Examination

**Week 07**
**Tues., Oct. 20; Thurs., Oct. 22**
- Midterm preparation and Midterm Exam

**Unit 04 Summary due October 20**

**Midterm Exam Thursday, October 22**

### Unit 05: Conflict

#### Week 08
**Tues., Oct. 27; Thurs., Oct. 29**
- How economic and social development policies affect Chinese foreign policy; maritime resources; oil and gas issues; zones of conflict; terminating a war; U.S. policy in Afghanistan;

**Group Project Interim Report due November 03**

**Week 09**
**Tues., Nov. 03; Thurs., Nov. 05**
- Conflict in Iraq; U.S. military policy in Iraq; theory of offensive realism; China’s approach to world order; World War I and the legacy of war; Russian foreign policy; the Ukraine conflict; the new Cold War; cyberspace and conflict in cyberspace

**Iraq Faces the Brink Again, Kenneth M. Pollack**
**Taiwan’s Dire Straits, John J. Mearsheimer**
**Why 1914 Still Matters, Norman Friedman**
**Russia’s Latest Land Grab: How Putin Won Crimea and Lost Ukraine, Jeffrey Mankoff**
**The Utility of Cyberpower, Kevin L. Parker**
## Unit 6: Cooperation

### Week 10

**Tues., Nov. 10; Thurs., Nov. 12**

- Limiting global arms sales; cooperation and sharing freshwater resources; dangers of cyberattacks; need for international cooperation to combat cyberattacks

- **UN Treaty Is First Aimed at Regulating Global Arms Sales**, Neil MacFarquhar
- **Water Cooperation to Cope with 21st Century Challenges**, Blanca Jiménez-Cisneros, Siegfried Demuth, and Anil Mishra
- **Towards Cyberpeace: Managing Cyberwar Through International Cooperation**, Anna-Maria Talihärm

### Unit 05 Summary due November 10

## Unit 7: Values and Visions

### Week 11

**Tues., Nov. 17; Thurs., Nov. 19**

- Ethics; moral choices; dealing with pandemics; impact of social media on global and international business; the surveillance state defined; impact of surveillance on international leaders and policy

- **Ethicists to Weigh Use of Experimental Ebola Drugs**, Dennis Brady and Lenny Bernstein
- **Power of the iMob**, Andrew Marshall
- **The Surveillance State and Its Discontents**, from *Foreign Policy* (December 2013)

### Unit 06 Summary due November 17

### Week 12

**Tues., Nov. 24; Thurs., Nov. 26**

- The patriarchal state; changing roles of men and women; globalization and its discontents; Huntington’s “clash of civilizations” theory

- **The End of Men**, Hanna Rosin
- **Humanity’s Common Values: Seeking a Positive Future**, Wendell Bell

### Unit 07 Summary due December 01

### Week 13

**Tues., Dec. 01; Thurs., Dec. 03**

Final Exam preparation, Project Presentation preparation and class work time

### Unit 07 Summary due December 01

### Week 14

**Tues., Dec. 08; Thurs., Dec. 10**

Project Presentations

### Week of December 14, 2015

Final Exam: Date, Time and Place TBD