MBUS 305: Managing in a Global Economy
Distance Learning Section
Spring 2016 Syllabus

Instructor: Juhi Naithani
Instructor Contact: Email: jnaithan@gmu.edu
Contact Policy: Email is the best way to reach me. You can expect an answer to your email no later than 24 hours after I receive it. Bear this in mind and send your queries in a timely fashion. Feel free to use the course general discussion board forum on Blackboard to post questions to your peers in class. Many of them may be answered faster that way. You are also free to respond to queries posed on this forum.

IMPORTANT NOTE: This course requires students to participate in learning virtually with other students. All material will be delivered to students via Blackboard. You will be required to participate in online only discussions. As course work is divided into weekly modules, general school holiday policies do not apply the same way. Due consideration is given to long holidays such as Spring Break or Thanksgiving Recess. However, students are expected to manage their time each week during the semester, to complete coursework. If you do not feel you can thrive in this approach to an online class, please consider taking a more traditional section, and these are offered throughout the year. There will be 3 Blackboard Collaborate sessions, scheduled to enhance your understanding of course requirements. Your participation in these sessions is essential for your success in the course.

Make sure you plan your schedule to make time for these sessions on the following days:
Session 1: Syllabus, Course Schedule, and Discussion Assignments - Saturday, Jan. 23, 7-8 PM
Session 2: Post Module 1 Check-in – Tuesday, Feb. 9, 7:30-8:30 PM
Session 3: Group Project Requirements – Thursday, April 7, 7-8 PM

You will have an opportunity to ask for clarifications related to the course at any of these sessions. If you are unable to attend a session, inform me at least one week in advance.

Course Description:
Managing in a Global Economy presents a multidisciplinary approach to global economy from the viewpoint of managing international business. The course introduces aspects of managing in global economies including theory and political economy of international trade and foreign direct investment, global monetary system, and strategy of international business. The course will help you think critically about the issues affecting the global economy and focusing on managing a business. It addresses learning outcomes, which align with Mason Core Goals as follows:

Note: The instructor reserves the right to change any content and/or policy in this syllabus. All participants will be duly informed if this occurs.
Mason Core Objectives
- Critical and Creative Thinking
- Self-Reflective Learning
- Ethical, Inquiry-Based Citizenship

Global Understanding Mason Core Goals
- An understanding of global patterns and processes and their interaction with society
- An understanding of the interconnectedness, difference, and diversity of a global society
- Applying awareness of global issues to a consideration of individual or collective responsibilities within a global society, and,
- Devising analytical, practical, or creative responses to global patterns or issues.

You will address these learning outcomes through the readings, presentations and, especially, your participation in discussion exercises that are an essential part of each module.

Course and Learning Objectives
This course is an elective within the Minors Program or for any non-business student. It will also satisfy the University’s Global Understanding Mason Core requirement, and as such, may be taken by School of Business majors.

The overall goal of the course is to give you an understanding of the environments and functions of business in a global setting. Special emphasis is given to the cultural issues encountered in conducting international business and to current issues of globalization.

Specifically, upon completing this course you should understand:
- The importance of understanding international business environments, which include economic, physical, legal, political and cultural forces
- The reasons for the globalization of the economy and its impact on international business strategy
- The impact of culture on international business practices
- The impact of currency fluctuation, government economic development and trade promotion policies, tariff and non-tariff barriers on international trade and investment
- Basic concepts in international marketing, organizational design and international human resource management, and foreign exchange risk management.

Course Prerequisites
To take this course in the Minors Program, students must be of sophomore standing (completed 30 credits).

Course Materials
The textbook for this course has been custom designed to address the objectives of this course. It is available in hard copy from the GMU Bookstore or as an electronic copy, directly from the publisher. Note the details below, as they vary based on your selection:
We will cover the entire book, as well as supplement it with the voice over presentations in the course Blackboard page. It will be necessary for you to read the text as well as go through the presentation lecture to be able to complete satisfactorily the course requirements.

I highly recommended daily reading of the business sections of either The Washington Post or The New York Times. You might also consider regular reading of business-oriented periodical such as The Wall Street Journal, The Financial Times, Business Week, or The Economist. You may prefer to get your news online. If so, you would find it useful to consider adding marketing newsfeeds to your regular reading.

You will be regularly required to research and read articles from periodicals, newspapers, or magazines to complete assignments. Most of these are available online.

Course Structure
Each week for this course starts at 12:00 AM Monday, and ends at 11:59 PM the following Sunday. The course is divided into 5 modules spanning 3 weeks each, and the tasks assigned for each week must be submitted by the end of that week, unless otherwise noted.

Each module will contain:

- A series of mini-lectures available online that will supplement your readings. These presentations add to the reading of the textbook, introduce new concepts, and make connections between concepts to deepen your understanding of the issues. Note that all lectures have been prepared and are voiced by Prof. Jeff Kulick of the Marketing Department.
- A brief article assignment to be posted for the benefit of the entire class.
- Online threaded discussions around specific questions that help you think critically about the module and its issues. These are to be shared with your assigned groups.
- An individual reflective paper at the conclusion of the module that is based on your participation in those discussions, readings, and articles, and demonstrates your understanding of the module.
All assignments require research from sources outside of the required text. Failure to do so will adversely affect your grade on an assignment. A more detailed description of the module – including the start and finish dates – is provided separately.

Evaluation and Grading
Your learning will be evaluated by way of class participation in online discussion forums, and written individual and group assignments. Each assignment is weighted differently. The total weighted points you earn will determine your grade. Assignments are not given letter grades.

Points may be earned as follows:

- Class Article Assignments (5) 15%
- Group Module Discussions (5) 35%
- Individual Reflection Papers (5) 30%
- Group Final Paper (1)
  - Group Component 2%
  - Individual Component 18%
- TOTAL 100%

As is evident, group discussion boards carry maximum weight in this class and are essential for successful participation.

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<thead>
<tr>
<th>Points</th>
<th>Letter Grade</th>
<th>Grade Points</th>
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<tr>
<td>90 – 93</td>
<td>A-</td>
<td>3.7</td>
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<tr>
<td>87 – 89</td>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>84 – 86</td>
<td>B</td>
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<tr>
<td>80 – 83</td>
<td>B-</td>
<td>2.7</td>
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<tr>
<td>77 – 79</td>
<td>C+</td>
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<td>74 – 76</td>
<td>C</td>
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<td>70 – 73</td>
<td>C-</td>
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<td>60 – 69</td>
<td>D</td>
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<td>Below 60</td>
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Written Materials Policies
Late work will not be accepted unless specific, prior arrangements have been made with the instructor. If accepted late, late work will receive a lower grade. All work must be completed before the final paper deadline. Assignments are graded both on content and composition. One half point will be deducted for every grammatical error. All submissions must be typed, 1.5-spaced in 11-12 point font size. All papers should be written in APA style and should strictly follow specific assignment instructions. Use APA citation for your sources. You may visit http://owl.english.purdue.edu/owl/resource/560/01/ for guidelines on how to write and cite in APA style.
Students with Disabilities
If you are a student with a disability and you need academic accommodations, please see me and contact The Offices of Disability Services (ODS) at 993-2474. All academic accommodations must be arranged through the ODS.

Community Standards of Behavior
The mission of the School of Management 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.

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 of Business.

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. GMU is an Honor Code University. Please see the University Catalog for a full description of the code and the honor committee process. It is understood 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.

The principle of academic integrity is taken very seriously and violations are treated gravely. When you are responsible for a task, you will perform that task. When you rely on someone else’s work in an aspect of the performance of that task, you will give full credit in the proper, accepted form. Another aspect of academic integrity is the free play of ideas. Vigorous discussion and debate are encouraged in this course, with the firm expectation that all aspects of the class will be conducted with civility and respect for differing ideas, perspectives, and traditions. When in doubt (of any kind) please ask for guidance and clarification.
Students are also individuals. Individuals are encouraged to consult, analyze, and discuss their work with others. When individual graded assignments are the task, the student is expected to fulfill those tasks individually, with due credit to all other sources.

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.

The School of Business has created faculty guidelines on penalties. These apply to all courses, all students, and all faculty. Please visit http://academicintegrity.gmu.edu/honorcode for complete details.

**Special note on electronic communications:** Students must use their Mason email accounts to receive important University information, including messages related to this class. See http://masonlive.gmu.edu for more information. For all class activities, you must use your GMU email address/account. This includes Blackboard. If you have a preferred email address, please arrange to forward your GMU emails to that address, since I will not entertain any messages to or from personal email accounts. In addition, please be aware that rules of grammar and spelling apply to emails; they are not text messages.

**Other Useful Campus Resources**

**Writing Center**
The Writing Center is located in Robinson Hall A114, (703-993-1200), http://writingcenter.gmu.edu. It is a valuable resource for students. If you are unfamiliar with business writing, or if your writing skills are not as strong as you’d like, please plan a little extra time to get help with the Writing Center.

**University Libraries**
You are strongly encouraged to use the University Databases and Libraries. You may want to use the “Ask a Librarian” service: http://library.gmu.edu/mudge/IM/IMRef.html. Your course textbook is also available in the library to check out in 2-hour increments. Make sure you avail of all the benefits of your library.

**Counseling And Psychological Services (CAPS):**
(703) 993-2380; http://caps.gmu.edu

**University Policies**
The University Catalog, http://catalog.gmu.edu, is the central resource for university policies affecting student, faculty, and staff conduct in university academic affairs. Other policies are available at http://universitypolicy.gmu.edu/. All members of the university community are responsible for knowing and following established policies.
General Module Plan
The plan below shows you the general plan of activities for each of five modules. Each module’s activities are divided across 3 weeks. Each week within the module has its own deliverable. The discussion forums will follow a format known as the World Café, which is meant to address major society issues among a group of concerned people.

During the first week, you will work on capturing the ideas through readings and the mini-lectures. You will also be responsible for the article assignment, which will be to identify and summarize an article about the subject in the world press. The discussion board will also be open at this time, but is due to be completed in the second week of the module. **Article posts and discussions must be completed by the end of the week they are assigned.** After you’ve participated in the group discussions with other students, you will prepare a reflective paper on an assigned topic to round out the module, which will be due at the end of the third week of the module. These modules represent the core ideas in Managing in a Global Economy.

Following is the structure for each module by week. A detailed schedule with deadlines is included at the end of this document:

<table>
<thead>
<tr>
<th>Week Run</th>
<th>Student Activities</th>
<th>Activity Focus</th>
<th>Objectives</th>
</tr>
</thead>
</table>
| Week One   | Student reading, mini-lectures, Article assignment | Student responsibility and pacing. Individual effort. Instructor provides mini-lectures, and is available for questions | • capture concepts and definitions  
• explore connections |
| Week Two   | Discussion Forum                    | Student attends discussion groups. Instructor will monitor, probe, and help students explore module ideas, as appropriate. | • discover global impact  
• apply ideas and test understanding  
• share experiences  
• deepen understanding |
| Week Three | Individual Reflection paper         | Individual student effort. Instructor assesses and provides feedback.          | • integrate ideas  
• reflect on significance  
• integrate ideas into personal mindset thinking critically |

Final Paper
This will be a country assessment group research paper. You will be assigned a group randomly at the beginning of the semester. This is the group you will conduct your module discussion forums with as well. Each group will be assigned a country to assess for business investment.
Tasks for the project will be divided equally between members. The grade obtained is a combination of your individual as well as group effort on the paper. *Instructions for the final paper will be available in the first week of class.*

**Article assignments**
You will find an article online from a country other than the United States on the module topic. It must meet the following criteria:

- It must satisfy the assignment topic.
- It should be in English or an English translation.
- It must be from another country.
- It must be current (within the last 6 months)
- The article must be at least four paragraphs long.
- You should identify the source, e.g., name of newspaper or magazine.

*You must post a link to your article along with a 50-word summary of the article on the discussion board.* Other required criteria are noted in the assignment description online and must be followed for full credit. Discuss why you think the article is relevant to the module. You are encouraged, but not required, to read and comment on the submissions of your classmates by the end of discussion. Articles may be feature articles, news stories, or opinions, and must be 3 paragraphs or more. Blogs and online posts are acceptable as long as they are substantive and the writer comes from somewhere other than the US.

There are five modules with five article assignments as follows:

**Module One – The Global Economy**
Find an article that demonstrates any one of the drivers of globalization mentioned in your text, in action today.

**Module Two – Globalization and Culture**
Find an article online that discusses convergence/meeting/union/merging of cultures. Your article may be about two or more cultures.

**Module Three – Managing the Global Enterprise**
Find an article that discusses a multinational enterprise’s decision to open or close a new office in another country, and how it affects operations.

**Module Four – Global Marketing**
Find an article that discusses the use of social media for marketing.

**Module Five – Globalization and the Future**
Find two articles that discuss globalization. One should support globalization and one should be critical of it. Your articles may address a single issue or incident that is caused as a result of globalization.

**Discussion Board Forums**
To make discussion forums successful, you will need to engage in collaborative learning. You will be assigned a group at the beginning of the semester, and will engage in discussion with this group. This is the same group that you will work with for your final paper. *Please note that*
group members may change up to the first two weeks into the course, due to semester add/drop dates.

All course members are expected to comply with the following “Discussion Board Etiquette”:

- Participate in online discussions as you would in constructive face-to-face discussions
- Be professional and courteous
- Online communication lacks the non-verbal cues that provide much of the meaning in face-to-face conversations. Choose your words carefully, phrase your sentences clearly, and keep your sentences and paragraphs brief
- State the main topic of your posting in the Subject line
- State your purpose for writing at or near the beginning of your message whenever possible
- Proofread what you post
- It is good practice to use a word processor to save a copy of your post, check your spelling and grammar, and then paste your text into the Message section of your posting
- Rude, sarcastic, or derogatory comments are inappropriate
- Respond to questions that are asked, and feel free to raise your own
- When you respond with phrases like “I agree” or “You’re absolutely right”, provide sufficient evidence to support your statement
- Do not repeat others’ statements
- Provide evidence of outside research with each claim
- You are certainly allowed to disagree. It is important to remember that the questions you’ll be addressing are not “yes or no” or “black and white” issues. Be prepared to expand your own thinking
- Don’t monopolize a conversation
- Read the comments of others, and see if your questions and concerns are already being raised. By all means, expand upon them
- You are participating both to learn and to share your knowledge

For each discussion, you must post your responses based on the role you are assigned for that discussion. Your role may change from one week to the next. These roles are only for the group discussion board and not the article assignment. Remember, you cannot view others’ posts until you make your own first/initial post. Initial posts must be 100-200 words long.

Following is the description of roles:

**Participant**: All students are participants and may additionally be assigned another role. As a participant, you must make your initial post to the discussion forum prompt by 11:59 PM Wednesday of the week it is due. This is always the second week of the module throughout the course. If you are not assigned a specific role for the module discussion, after your initial response to the prompt, you must respond to at least 2 other members of the group before the end of discussion. You will therefore make a total of at least 3 posts per discussion forum.

**Challenger**: Your first post must be made by Wednesday of the second week of each module,
and must be your initial response to the prompt. Your subsequent posts are those of a challenger - providing alternate points of view to other posts made on the forum. Think of it as playing devil’s advocate in some cases. You do not have to respond to all members of your group, but you must make a total of at least 3 posts on the forum.

**Summarizer:** Your first post must be made by Wednesday of the second week of each module, and must be your initial response to the prompt. After that, you will respond with comments to at least one other group member, and by 11:59 PM Sunday, you will summarize the group's discussion. This is also the deadline for the close of the entire discussion. Identify key elements of the discussion as mentioned by the group and present them in your post. Your summary is in addition to your initial post on the prompt as a participant, as well as one other response to a group member, for a total of at least 3 posts for the discussion.

The readings, the mini-lectures, the homework assignment, and the discussions are all focused on providing you with an in-depth approach to the module topic. When you get to the end of the module, you will be well informed on the topic. That said, **I still expect you to utilize additional resources to further emphasize the points you are making.** While many of the prompts seem like they solicit your opinion, you will need to substantiate all claims, with legitimate sources (articles, blog posts, journal papers, white papers, etc.). Feel free to illustrate with examples of real life situations as they pertain to you.

Following is the comprehensive list of Discussion Board topics by module:

**Module 1:**
In this module, we’ve looked at the differing roles of government and business. Conflicts arise when actions of government limit the conduct of international business. What should be done to encourage greater cooperation and understanding between these two major players on international trading system?

**Module 2:**
Part of the strength of George Mason University is the diversity of the faculty and student body. Many different cultures are represented. Think of your own experiences, and identify some positive things you’ve learned about other cultures and the world. In what ways, other than attending GMU, could you have learned these things?

**Module 3:**
Chapter 12 of your text discusses how Spanish firms were able to create advantages in using traditional skills. What “old-fashioned” ideas – particularly from other disciplines and cultures – could be used in managing groups and organizations in new circumstances? What aspects of managing could be improved by using more-traditional approaches?

**Module 4:**
One of the readings focuses on Africa as a growth market. What other parts of the world might represent a similar growth market where the lessons learned in Africa might also apply? How will the marketer need to change his or her plans when looking at another opportunity?
Module 5:
What impact do you feel social media have on addressing the political, economic and cultural aspects of globalization?

Reflection Questions/Case Analyses
Once you’ve gained a better understanding of the topic through the discussions, you will write an individual, one to two-page reflective paper or case analysis on an assigned topic relating to the module. The paper should be no more than 2 pages long, and must include an additional reference page, with correct citations in APA format. Your reflection paper is due at the end of the third week of each module. Following are the topics by module:

Module 1
Business organizations, methods, strategies, and practices have evolved over centuries. Generally, innovations are introduced to address problems or difficulties not solved by current practice. What are some problems in the current way the global economy is functioning? Can you think of innovative ways to help solve them?

Module 2
Read the end of module case: “Starbucks: Forbidden in the Forbidden City”. Write a brief summary of the case and comment on the statement: “There is a fine line between globalization and contamination”.

Module 3
Read the end of module case: “Sher-Wood Hockey Sticks: Global Sourcing”. What is the best way for the company to boost its sales and why?

Module 4
Marketers are often responsible for bringing innovative products to the market. Think about cell phones or smart phones. Marketers were largely responsible for their successful introduction. What are some innovative products or services, that have had a major impact on society, that could be identified with successful marketing introductions? How have these products had an impact?

Module 5
Globalization is neither all good nor all bad. Given what you’ve learned and explored in this class, which way do you lean and why? What actions will you take, personally and professionally, to help shape this trend?
Weekly Schedule: Make sure you are able to meet all the deadlines indicated in this table, or notify the instructor immediately. *There is a change to the regular submission deadlines on weeks 8 and 9, to allow time off for Spring Break.*

<table>
<thead>
<tr>
<th>Week</th>
<th>Module Topic</th>
<th>Week Start</th>
<th>Week End</th>
<th>Readings</th>
<th>Posts Due 11:59 PM Wednesday</th>
<th>Assignments and Posts Due 11:59 PM Sunday</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Introductions, The Global Economy</td>
<td>Jan 18</td>
<td>Jan 24</td>
<td>Module 1: Readings 1-4</td>
<td>Icebreaker</td>
<td>Article Post 1</td>
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<td>2</td>
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<td>Jan 25</td>
<td>Jan 31</td>
<td>Group Discussion 1</td>
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<td>Discussion 1 Responses</td>
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<td>3</td>
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<td>Feb 1</td>
<td>Feb 7</td>
<td>Module 1 Reflection Paper</td>
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<td>Globalization and Culture</td>
<td>Feb 8</td>
<td>Feb 14</td>
<td>Module 2: Readings 5-7</td>
<td>Article Post 2</td>
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<td>Feb 15</td>
<td>Feb 21</td>
<td>Group Discussion 2</td>
<td>Discussion 2 Responses</td>
<td>Project Tasks</td>
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<td>6</td>
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<td>Feb 22</td>
<td>Feb 28</td>
<td>Case: Starbucks</td>
<td>Module 2 Case Analysis</td>
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<td>Managing the Global Enterprise</td>
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<td>Module 3: Readings 9-12</td>
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<td>Case: Sher-Wood</td>
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<td>Globalization and the Future</td>
<td>Apr 11</td>
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<td>Module 5: Readings 18-22</td>
<td>Article Post 5</td>
<td>Project: Final Drafts</td>
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<td>May 1</td>
<td>Module 5 Reflection Paper</td>
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<td>May 8</td>
<td>Project: Final</td>
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