Overview

Our world becomes more interconnected with each passing year, making it essential for business professionals to understand the challenges and opportunities presented by business conducted on a global scale. In this course, we will explore these issues, looking at the environment and functions that are key to doing business in a global setting. Current cultural and political considerations will also be discussed, along with the social and ethical issues presented by globalization.

Learning Objectives

After successful completion of this course, you will be able to:

- Discuss the environmental factors affecting international business, including economic, physical, legal, political and cultural forces.
- Explain globalization of the economy and its impact on international business strategy.
- Describe the development of regional economies and major emerging markets.
- Illustrate the impact of culture on international business practices.
- Explain the impact of currency fluctuation, government economic development and trade promotion policies, and tariff and non-tariff barriers on international trade and investment.
- Compare and contrast the international market entry strategic options, considering factors that include import-export logistics, payment options, and international competitive strategies.
- Discuss basic concepts in international marketing, organizational design, international human resource management, and foreign exchange risk management.

Prerequisites

Before taking this class, you should have completed 30 credit hours (i.e., sophomore standing). This class satisfies the Global Understanding general education degree requirement.

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**Expectations**

Taking a course online requires dedication and organization. In order to have a successful semester, it is important that you:

- Visit the course website regularly (at least weekly).
- Stay on schedule with the material covered, and complete assignments on time.
- Participate actively in discussions.
- Check your Mason Live email (or, if you forward your mail, the forwarding location) daily.
- Dedicate five to seven hours per week, on average, for the class.
- Contact me promptly if a problem arises that is interfering with your performance in the class.

**Learning Resources**

**Required Course Materials – Textbook and MindTap**

Our textbook is *Global Business, 4th edition*, by Mike W. Peng, South-Western, Cengage Learning, year 2017. ISBN: 978-1-305-50089-1. We will also use the Cengage MindTap online system. The book is available (in order from most to least expensive) in hard copy, loose leaf, and online-only forms. See Blackboard for more information.

You will also need to purchase two cases from the Harvard Business Online website. Purchasing links are available on Blackboard.

**Course Website**

Our course website on Blackboard serves as the information hub for this course. To view the site, visit [http://mymason.gmu.edu](http://mymason.gmu.edu), log on using your Mason Live user ID and password, and click the “Courses” tab. You should see MBUS305-DL1 listed; if not, please email me immediately.

The website includes a “Start Here!” area providing an orientation to the course and to online learning. Please review this section before starting on other course materials.

**Availability of Learning Tools**

This course is offered completely online. Virtual office hours are offered at specific times; however, they are optional. Exams and quizzes may be taken at any time (24 hours a day) during the period in which they are available (14 days for quizzes, 9 days for the exam).

**Communication**

**Announcements and Course Updates**

You will receive an email (sent to your MasonLive email account) every Monday providing an overview of the week’s activities. I will use email at other times for reminders and announcements. All emails will be posted as announcements on Blackboard. I may sometimes post lower-priority announcements on Blackboard without emailing them. It is a good idea to check the Announcements area each time you visit the course website.

**Blackboard Collaborate**

Blackboard Collaborate provides a virtual meeting area for our class. It supports audio, text chat, a whiteboard, and screen sharing. We will use it for virtual office hours and one-on-one meetings.

You can run Collaborate on a PC, Mac, Surface Pro, and also through the Blackboard app on iOS and Android devices. The course website has additional information on Collaborate.
How to Get Help

You may require one-on-one help from time to time during the semester. Please don’t let yourself get frustrated if you’re struggling with a concept or assignment. Asking for help isn’t failure—but giving up because you didn’t seek help *is*.

The only prerequisite for seeking one-on-one help is that you have first taken advantage of the course resources related to the topic—readings, videos, and practice activities. One-on-one help is available to supplement these resources, not to replace them.

Technical Help

- If you have problems with the Mason network, Blackboard, or the Respondus Lockdown Browser, contact GMU’s ITU Support Center (703-993-8870).
- If you have problems with Connect, contact McGraw-Hill’s Customer Experience Group Support Center (http://mpss.mhhe.com) by phone, online chat, or email.

Help with Course Concepts or Logistics

If you need help with course concepts or logistics, you can reach me via email (which I check frequently) or on the Ask the Professor forum on the course website. I will respond within 24 hours or less Monday through Friday, and usually on weekends as well.

Here are some options for getting help when the question isn’t quite as simple:

- **Virtual office hours**: Virtual office hours using Blackboard Collaborate will take the place of traditional office hours. I will announce a schedule at the start of each week. If you have a question or problem, you are welcome to “drop by” at these times.
- **One-on-one sessions**: If you need individual help and the scheduled virtual office hours don’t work for you, please contact me to schedule an online meeting. We can meet on Blackboard Collaborate, Skype, or the phone, whatever works best for you.

Grading and Assignments

Weeks begin on Monday and end on Sunday. All assignments are due before midnight on Sundays, except for initial posts in online discussions, which are due on Thursday in order to allow time for responses later in the week. See the Class Schedule for specific due dates.

Each unit in the course will be available one week in advance so that you can work ahead of schedule if you choose; however, you must take exams and participate in discussions during the week in which they are assigned.

The assignments in the class will earn the following maximum point values (each type of assignment is described in the sections that follow):

<table>
<thead>
<tr>
<th>Item</th>
<th># assigned</th>
<th># scores dropped</th>
<th>Points each</th>
<th>Total points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation activities</td>
<td>2</td>
<td>0</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Exams</td>
<td>2</td>
<td>0</td>
<td>160</td>
<td>320</td>
</tr>
<tr>
<td>MindTap Quizzes</td>
<td>14</td>
<td>2</td>
<td>10</td>
<td>120</td>
</tr>
<tr>
<td>Discussions</td>
<td>4</td>
<td>1</td>
<td>80</td>
<td>240</td>
</tr>
<tr>
<td>Individual assignments</td>
<td>3</td>
<td>0</td>
<td>100</td>
<td>300</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<td><strong>1,000</strong></td>
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</table>
Grades will be assigned as follows:

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<tr>
<th>Grade</th>
<th>Points</th>
<th>Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>900-1,000</td>
<td>D</td>
<td>600-699</td>
</tr>
<tr>
<td>B</td>
<td>800-899</td>
<td>F</td>
<td>0-599</td>
</tr>
<tr>
<td>C</td>
<td>700-799</td>
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</table>

Exams

There will be two exams this semester. Exams are non-cumulative, except in the sense that later material builds on early ones. Exams will be “closed book”; however, you are allowed to prepare a small reference document to use during the exam. See the Exams area on Blackboard for more information on exam format, content, preparation, and permitted reference material.

You will take each exam online at a time of your choosing within a one-week time range, using a service called Respondus Monitor. You need to install a special browser, the Respondus Lockdown Browser, and you must have a webcam and microphone (they are used to record you while you take the exam). See “Technology Requirements” below for specific hardware and software requirements.

If you have a conflict with an exam period that makes it impossible for you to take it by the deadline, contact me at least two weeks in advance to discuss it. Otherwise, failure to complete an exam by the deadline will result in a score of zero, except in case of a documented emergency. Note that personal travel plans are not an acceptable reason for a schedule change.

Quizzes

Without the discipline imposed by regular class meetings, it is easy to drift away from an online course. Missing assignments and cramming for exams will compromise your learning and hurt your grade. Successful online students allocate regular time slots to the class.

In order to help you to stay involved and up to date with the course material, and to give you opportunities to reinforce new concepts, each week (except Week 1) you will take an online quiz covering the assigned chapter(s) in the text. You will take this quiz on Cengage’s MindTap system. See Blackboard for more information.

Quizzes are open book. Your two lowest scores will be dropped from your grade, allowing you to skip two quizzes without hurting your grade. For this reason, extensions will not be granted on quiz deadlines.

Discussions and Individual Assignments

Two additional types of activities are important to deepen your learning. One is to discuss ideas related to the current topic. Discussions require you to crystallize your thoughts so you can explain them to others. They also expose you to other viewpoints. The second important type of activity is to use course concepts to solve a problem, make a decision, or evaluate a course of action.

In this course, we will perform these activities through four online discussions and three individual assignments.

Discussions

In a group of 12-15 students, you will discuss real-world situations described in short cases in the textbook. These discussions will take place on Blackboard. Your initial post will be due Thursday night before midnight. You will then follow up with at least two comments on your classmates’ posts by Sunday night.
Discussion points are awarded both for initial posts and for comments. See Blackboard for a discussion grading rubric. You must participate in discussions during the assigned week in order to earn credit; contributions after the discussion ends will not earn points.

Your lowest discussion score will be dropped from your grade, allowing you to miss one discussion without hurting your grade.

Individual Assignments

You will complete three individual written assignments. Two are based on Harvard Business School cases describing real-world global business situations; the third is a hypothetical scenario you are asked to evaluate. You will submit these assignments on Blackboard.

See Blackboard for a grading rubric. To give you some flexibility, you may turn in one written assignment up to four days late with no penalty; however, late submission of a second or third written assignment will be penalized. Assignments submitted more than four days past the due date will not be accepted except in special, documented circumstances.

See Blackboard for assignment details, grading rubric, and more details on late penalties.

Orientation Activities

Two other assignments are worth small point values:

- **Introduction**: You will introduce yourself to the class on Blackboard during the first week of the semester. The following week, you will comment on at least four classmates’ introductions. Your introduction plus comments are worth ten points.

- **Respondus Monitor Test Run**: We will be using the Respondus Lockdown Browser with the Monitor (webcam) feature for our exams. A few weeks before the first exam, you will test its operation on your computer, earning ten points.

Technology Requirements

To take this course, you will need the following hardware and software (this information is also in the “Start Here!” area of the course website):

**Hardware**

- A PC running Microsoft Windows XP/7/8/10, or a Mac running OS X 10.6 (Snow Leopard) or higher, with at least 2GB of memory. It’s best to have a screen size of at least 13 inches.
- A fast, reliable broadband Internet connection (e.g., cable, DSL). A wired connection is strongly recommended for taking exams.
- Computer speakers or headphones to listen to recorded content.
- A headset with microphone, or a built-in or external microphone plus headphones or earbuds, if you wish to attend virtual office hours and have audio available.
- Sufficient hard disk space to download required software and save your course assignments.
- A webcam (internal or external) and a microphone, for use during the exam.

**Software**

- A web browser supported by Blackboard (see Blackboard Support for more information)
- Microsoft Word and PowerPoint, or other software that can read Word and PowerPoint files.
- Adobe Acrobat Reader (free download)
- A current version of Adobe Flash Player (free download)
- The Respondus Lockdown Browser, which has software requirements of its own (see the “Exams” area of the course website for more information).
**Employer-provided Computers**

If you are planning to use an employer-provided computer for class activities, please verify with the system administrator that you will be able to install the necessary software and access course materials. Corporate firewalls may restrict access to some websites and media types.

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### University Policies and Resources

#### Academic Integrity Policy

You are expected to adhere to the [George Mason University Honor Code](http://library.gmu.edu/tutorials/plagiarism). The Honor Code prohibits actual and attempted cheating, plagiarism, lying, and stealing. In addition, these specific rules apply to this course:

- The exams will be “open notes” – in other words, you may take notes and use them during the exam. However, you may not refer to any online sources, or to any hard copy sources except for your notes, nor may you consult with anyone during the exam. Your answers must be your own work.

- For quizzes, discussions, and written assignments, you may use both hard copy and electronic references for general information when preparing your answers. However, your answers must be entirely your own work, with no assistance specific to the assignment given or received. There is one exception: you are **encouraged** to seek assignment-specific help from the instructor if you need it after using resources provided as part of the course.

- The instructor may choose to check submitted assignments through SafeAssign. Any plagiarism discovered will result in the filing of charges with the Office of Academic Integrity. If you are unsure of how to avoid plagiarism, you may wish to watch the three-minute video prepared by GMU Library, at [http://library.gmu.edu/tutorials/plagiarism](http://library.gmu.edu/tutorials/plagiarism). See the assignment instructions for more information on citation requirements.

The School of Business recommends a minimum penalty of an F in the class (plus follow-up education on academic integrity) for a first-time Honor Code violation. Consult the [Office of Academic Integrity](http://library.gmu.edu/tutorials/plagiarism) website for more information about Honor Code issues.

#### Disability Policy

If you are a student with a disability and you need academic accommodations, please contact the [Office of Disability Services](http://library.gmu.edu/tutorials/plagiarism) to make arrangements.

#### Accessibility

GMU has services available to create recordings, transcripts, or other materials to meet the needs of students requiring accessible media. I have done my best to provide an accessible course; however, please contact me if:

- You have problems using a course resource due to an accessibility issue; or
- You need access to a resource that is not yet accessible.

If you would prefer not to identify yourself, you can also report the issue anonymously on the [Accessibility Issues Form](http://library.gmu.edu/tutorials/plagiarism) provided by the GMU Web Accessibility initiative. Please be sure to provide the course number and my name so that the information reaches me quickly.

#### University Policies

Students must follow the [GMU University Policy](http://library.gmu.edu/tutorials/plagiarism) and the [Responsible Use of Computing Policy](http://library.gmu.edu/tutorials/plagiarism).
University Resources
GMU provides a number of resources to facilitate student success and assist students with academic or personal issues (e.g., Counseling and Psychological Services, Learning Services, University Career Services, Writing Center). If you need assistance, please consider taking advantage of these services. If you have questions about these services and wish to discuss your situation with me first in order to determine how to get help, please don’t hesitate to contact me.

Weekly Schedule

See the next page.
# Weekly Course Schedule – Spring, 2018

Weeks start on Mondays and end on Sundays. All assignments for the week are due before midnight on Sunday except for initial discussion posts (due on Thursday). See Blackboard for more information on readings and assignments.

<table>
<thead>
<tr>
<th>Dates</th>
<th>Topics, Textbook Readings</th>
<th>Other Readings - see Blackboard for links</th>
<th>Assignments – see Blackboard for links</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MODULE 1: FOUNDATIONS</strong></td>
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<tr>
<td>Week 0/1 1/15-1/28</td>
<td>Course Introduction</td>
<td>“Start Here” area on Blackboard</td>
<td>Introduce yourself on Blackboard</td>
</tr>
<tr>
<td>Week 1 1/22-1/28</td>
<td>Globalizing Business (Ch. 1)</td>
<td>Globalization in the Age of Trump</td>
<td>Sign up for MindTap</td>
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<tr>
<td>Week 2 1/29-2/4</td>
<td>Formal Institutions: Politics, Law, Economics (Ch. 2)</td>
<td>Managing Political Risk: Controlling Loss and Finding Opportunities</td>
<td>Ch 1 quiz (this week or next week)</td>
</tr>
<tr>
<td>Week 3 2/5-2/11</td>
<td>Informal Institutions: Culture, Ethics, and Norms (Ch. 3)</td>
<td>Foreign Corrupt Practices Act (FCPA) Business Guide</td>
<td>Ch 3 quiz</td>
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<tr>
<td>Week 4 2/12-2/18</td>
<td>Resources and Capabilities (Ch. 4)</td>
<td>Integrative Case 1.7, Ostnor’s Offshoring and Reshoring</td>
<td>Ch. 4 quiz</td>
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<td></td>
<td>Discussion #1, based on Integrative Case 1.7. <em>Initial post due 2/15</em></td>
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<tr>
<td><strong>MODULE 2: ACQUIRING TOOLS</strong></td>
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<tr>
<td>Week 5 2/19-2/25</td>
<td>Trading Internationally (Ch. 5)</td>
<td>The Basics of Trade Tariffs and Barriers</td>
<td>Ch 5 quiz</td>
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<td></td>
<td>Readings on &quot;America First&quot; trade policy</td>
<td>Respondus Monitor Test Run</td>
</tr>
<tr>
<td>Week 6 2/26-3/4</td>
<td>Investing Abroad Directly (Ch. 6)</td>
<td>World Investment Report 2016 by UNCTAD</td>
<td>Ch 6 quiz</td>
</tr>
<tr>
<td>Week 7 3/5-3/11</td>
<td>Exam 1</td>
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<tr>
<td>Week 8 3/12-3/18</td>
<td>SPRING BREAK</td>
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</table>
| Week 9 3/19-3/25 | Global and Regional Integration (Ch. 8) | • Integrative Case 2.5: The Korea-US Free Trade Agreement  
• The South Korea-US Trade Agreement Turns Five  
• NAFTA's Economic Impact  
• Readings on Brexit and the EU | • Ch 8 quiz  
• Discussion #2, based on Integrative Case 2.5. Initial post due 3/22 |
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<tbody>
<tr>
<td>MODULE 3: STRATEGIZING AROUND THE GLOBE</td>
<td>Week 10 3/26-4/1</td>
<td>Entering Foreign Markets (Ch. 10)</td>
<td>• Ch 10 quiz</td>
</tr>
</tbody>
</table>
| Week 11 4/2-4/8 | Alliances and Acquisitions (Ch. 12) | • Integrative Case 3.1, Farmacias Similares, Innovating in the Mexican Healthcare Industry. | • Ch 12 quiz  
• Discussion #3, based on Integrative Case 3.1. Initial post due 4/5. |
| MODULE 4: BUILDING FUNCTIONAL EXCELLENCE | Week 12 4/9-4/15 | Strategizing, Structuring, and Learning (Ch. 13) | • Case: Mahindra & Mahindra in South Africa | • Ch 13 quiz  
• Individual Assignment #2, based on Mahindra & Mahindra case. |
| Week 13 4/16-4/22 | Global Marketing and Supply Chain (Ch. 14) | | • Ch 14 quiz |
| Week 14 4/23-4/29 | Global Human Resources (Ch. 15) | • The Expat Explorer, HSBC report, 2015: Global Comparison  
• Tapping Talent Around the Globe  
• Minicase: International Human Resources. | • Ch 15 quiz  
• Individual Assignment #3, based on International HR minicase |
| Week 15 4/30-5/6 | Global Corporate Social Responsibility (Ch. 17) | • Integrative Case 4.3: Sino-Iron, Engaging Stakeholders in Australia. | • Ch 17 quiz  
• Discussion #4, based on Integrative Case 4.3. Initial post due 5/3. |
| 5/6-5/13 | Exam 2 | | • Exam 2 – covers Weeks 7-15 |