Syllabus

Course Title: Global Business Perspectives
South Africa Global Residency

Course Number: MBA 795, Section 001, Fall 2017

Course Description: Global Business Perspectives applies MBA core courses to global business enterprise through site visits to facilities located outside the United States

Prerequisites: Completion of MBA core requirements, or permission of program director.

Class Location: James Buchanan Hall, D003
Global Residency in Johannesburg and Cape Town, South Africa

Class Meeting Time: Tuesdays, 6:30 P.M. to 10:05 P.M.

Final Presentation: Saturday, January 20, 2018. Location TBD

Instructor: Jeffrey Kulick

Contact information:
I usually return email and phone mail messages the same day I receive them.

University office: Room 128, Enterprise Hall
Telephones (leave a message at any of these numbers):
University: 703-993-2197
Home office: 703-281-2588 (preferred)
Cell: 703-851-6450
Fax: 703-993-1809

E-mail addresses: University: jkulick@gmu.edu
Office hours: Thursday afternoons, 4:30 to 5:30, or by appointment, Fairfax.

Background
South Africa is one of the world’s newest democracies. In the 23 years since the establishment of a fully democratic government, the country has grown to the second largest and one of the most developed economies in Africa. It is considered an upper-middle-income economy, a newly industrialized nation and one of the BRICS countries. It offers
many opportunities for entrepreneurs. For many multinational firms, it is the gateway for investing in Africa. Many countries in Africa have significant opportunities for international and global firms. One of the significant challenges for U.S. and Western firms in Africa is that the competitors may be playing by different rules. To do business successfully in Africa, you must be prepared to play by African rules. Africa is not Northern Virginia.

The course builds on the foundations developed in the MBA program and is designed to give students an opportunity to develop personal familiarity with a cross-cultural environment and issues faced by global managers. Beyond the social and cultural dimensions that the course explores, the residency in South Africa will focus on sectors which will remain attractive to U.S. businesses with a special focus on entrepreneurship and market entry.

By providing opportunities to hear directly from South African managers, entrepreneurs and others doing business in South Africa, the residency will draw in virtually all other MBA coursework of the students. We will explore applications of core ideas in situations involving economic growth, complex trade and globalization policies, a strong role of government on topics ranging from strategy, entrepreneurship, and human resources to accounting, finance, and operations. The residency will allow students to compare and contrast the business environment in South Africa with the business environment in the U.S. Below are some of the themes that students will be thinking and reflecting on, both in pre-and post-trip assignments and during the trip:

- The history of South Africa and how it has affected the current business climate
- South Africa’s state of economic development and its impact on the demand for goods and services
- South Africa’s natural resources and their impact on the domestic economy and international trade
- The legal and commercial environment (e.g., laws for starting a business and enforcement of contracts) and the impact on business, multinational corporations and start-ups in South Africa
- Significant social and cultural norms that affect the conduct of business in South Africa.

**Course Goals and Objectives**

**Global Industry Competence.** During this trip, you will build your knowledge of global industries and economies.

- What are the products and services moving around the world and how do they play a role in determining growth of countries, markets, and the political economy?
- What are the opportunities from doing business in a country that is an emerging economic power?

**Cross-cultural Career Competence.** You will have the opportunity to understand better careers and career development in other countries.
• What are most common career paths for MBAs who want to do business with South Africa?
• What does it take to have a successful career with South African partners?
• How do South Africans and Americans work together when rules for doing business are different?

MBA “Capstone” Competence. This course provides a platform for you to test out your MBA knowledge in a “laboratory” setting.
• Can students find a feasible career opportunity that involves South Africa?
• What does it take to compete successfully as an entrepreneur, consultant, or manager, trade partner, or expatriate in South Africa?

Notes on course structure
You will have pre-residency assignments to prepare you for a meaningful Global Residency. In this section of MBA 795, you will do a significant part of the course work before the Residency, so you can focus on the capstone project in the time between the end of the Residency in South Africa and the end of the course.

The final project is virtually the same (location changes) for other sections, and the project for this course will dovetail with the project for MBA 678.

The group assignments are designed to leverage the skills and effort of the individual groups for the benefit of the entire class. While you will be scored on the result of your analysis and research, the whole class will benefit from your work as you will benefit from the work of others.

You will also have an individual pre-residency assignment you can use to explore a particular area of interest in greater detail.

The residency will offer you insights and ideas about South Africa and doing business in South Africa. You should be assessing the perceptions from the work before the residency. You should also be gathering perceptions and data that will help you to complete the project when you return.

Course Materials
There is one assigned textbook and you are required to read articles and cases.

The course text will be *The Making of Modern South Africa: Conquest, Apartheid, Democracy, 5th edition*, by Nigel Worden, Wiley-Blackwell, 2012. You will be required to read the final three chapters, and I recommend you read the earlier chapters. The final three discuss events beginning in the last half of the 20th century.
There are several other books that are highly recommended in a separate resource document. I recommend you look at one or more travel guides, especially if you are travelling outside of the Residency time.

Several cases and articles will be discussed in class and are required reading for all students. Students are strongly encouraged to honor copyright restrictions while searching for these cases and articles.

The cases:

The articles:
- “Distance Still Matters,” Pankaj Ghemawat, HBR, September 2001
- “Strategies That Go the Distance in Africa,” Africa Ariño, IESE Insight, First Quarter 2015
- “Strategies that Fit Emerging Markets,” Tarun Khanna, Krishna G. Palepu and Jayant Sinha, HBR, June 2005
- “Three things Multinationals Don’t Understand about Africa’s Middle Class,” William Attwell, HBR, August 18, 2017
- “The High Intensity Entrepreneur,” Anne S. Habiby and Deidre M. Coyle, Jr., HBR September 2010

A Coursepack has been established for both required articles and cases, and it may be accessed at: [http://cb.hbsp.harvard.edu/cbmp/access/71477368](http://cb.hbsp.harvard.edu/cbmp/access/71477368)

To succeed in this course, you must not only read the assigned materials, but you must also analyze them carefully. Come to class prepared to discuss the readings. Think about each reading from both a conceptual and a practical perspective. As you read the materials, ask yourself:
- What are the key points being made?
- How can I critique the arguments being made?
- So what? Why does this matter for doing business in South Africa?
- What are the implications for my career prospects in international business?
Assignment deliverables and scoring summary
A separate, detailed description of each assignment will be distributed during the first class. Below you will find summary descriptions.

Individual Assignments
Individual assignment—Background Assignment
Due: Wednesday, December 27, 2017 (not a class session)
Total points possible: 150 points
You will research a specific topic or read and develop a report on a work of South African fiction. This objective of the assignment is to prepare you for the Residency, focusing on an area of special interest to you. The deliverable is a written report.

Individual—Class Participation
Due: Throughout the course, including during time in South Africa
Total points possible: 150 points
Engaged participation means attending all seminars, site visits, and other activities and actively engaging in the discussions by asking appropriate questions and participating in the group discussions. Students must be able to attend all class sessions, each of the business visits in South Africa and our final session. See detailed descriptions below. A portion of the Class Participation score will be a Peer Evaluation from your colleagues in your groups.

Group assignments
Group assignment—Doing Business in South Africa Report
Due: Tuesday, December 5, 2017
Total points possible: 100 points
Each of eight groups will prepare an executive-summary style report on specific aspects on doing business in South Africa. The group will also give an informal presentation on their findings as part of the class on December 5. All eight sections will be collated into a single report, which is to be read before you go to South Africa.

Group assignment—State of the Industry Report
Due: Tuesday, December 12, 2017
Total points possible: 150 points
Each of eight groups works on specific industries and companies. You will investigate the general structure, key players and overall health of a U.S. industry. From the industry, you will select a firm that will be the focal point of our final project. In addition, you will prepare a brief presentation on that industry sector in both the U.S. and South Africa. You will determine the salient information to be shared with the rest of the class on December 12. In addition, you and your group will have on-the-ground responsibilities in South Africa, e.g., taking the lead during the visits to those companies in the assigned or related industries. The deliverables will include a researched paper and a brief class presentation.
Group assignment—Company/Industry visits
Due: Tuesday, December 14 and during Residency in South Africa.
Total points possible: 100 points
The team should prepare a report on the company to be visited and its industry and detailed possible questions to ask the speaker(s) in light of their research and background work. The industry will align with the industry focus in the State of the Industry Report. This assignment should be no more than 3 pages for each company or industry. The team should be prepared to give a 10-minute overview of the company during the final pre-residency class. During the site visit associated with this company, the assigned group will be the “leaders” and will introduce our class, GMU, present any gifts we have, and be first to ask questions. Some groups will have more than one company reflecting the itinerary. Some groups will be asked to prepare a brief for a firm outside their industry concentration.

Group assignment—Business Prospects for a Specific Industry and Company in that Industry Project
Due: Saturday, January 20, 2018
Total points possible: 350 points
This will be the major project for the course and a capstone project for the MBA program. Your team will prepare a detailed assessment for a specific company within an assigned industry to do business in South Africa. This assignment is designed to dovetail with the MBA 678 Strategy and Organizational Behavior course. Students must first explore the industry, its prospects, the strength of competitors and opportunities within South Africa. The groups will select a specific company within that industry, and explore how it would develop a business in South Africa. Students must examine financial options, entry modes, business structures, appropriate business models and market assessment. Students must demonstrate understanding of both the U.S. and South African sectors.

Extra Credit
Individual: Extra credit opportunities
Due: Wednesday, January 17, 2018
Total points possible: 2 points
I strongly encourage you to take an hour or so and explore a part of the city(ies) in your free time and engage in a discussion with a South African citizen. Prepare a one-page summary of your discussion, the situation and your insights or perceptions.

Throughout these assignments, students should keep a focus on business ethics. The MBA Program Goal #4: Contemporary Issues in Business includes development and exercise of an ethical business practices.

Specific responsibilities
To meet the course objectives, you will use reading, assignments, project, discussion and research. Attendance is required. 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. Cases and exercises for each chapter and class will be identified prior to the class. Assignments will be posted on Blackboard.

Students are reminded that while in South Africa, they are ambassadors of George Mason University and the MBA program. A briefing will describe those expectations and standards of behavior.

**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. Individual assignments are not given letter grades.

Points may be earned as follows:

<table>
<thead>
<tr>
<th>Points to be earned in groups</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doing Business Report</td>
<td>100</td>
</tr>
<tr>
<td>State of the Industry Report</td>
<td>150</td>
</tr>
<tr>
<td>Country/Industry visits</td>
<td>100</td>
</tr>
<tr>
<td>Business Prospect Project</td>
<td>350</td>
</tr>
<tr>
<td>Total points to be earned in groups</td>
<td>700 points</td>
</tr>
</tbody>
</table>

TOTAL POINTS TO BE EARNED 1,000 points

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

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>
</tr>
</thead>
<tbody>
<tr>
<td>930 – 1,000 points</td>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>900 – 939 points</td>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>870 – 899 points</td>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>830 – 869 points</td>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>800 – 829 points</td>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>770 – 799 points</td>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>700 – 769 points</td>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>Below 700 points</td>
<td>F</td>
<td>0.0</td>
</tr>
</tbody>
</table>

---

1 The Class Participation score includes a Peer Evaluation conducted by other members of the assigned group.
Students are reminded that the MBA program has specific expectations of students in terms of grades.

**Class participation**
All students are expected to be prepared for discussions and to participate in them; this class will be greatly enhanced when students actively participate. Discussion and dialogue are essential to develop communication skills and explore topics in depth.

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. Groupthink is anathema to this kind of course.
- Share expertise and experiences relevant to the discussion.
- Comment on the substance and topic of the classes demonstrating integration of the materials.

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.

**Written materials**
All work is due at the date or the date and time specified. 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.

Professors Hillen and Theeke will give you detailed instructions on the report to be used in both this class and the Strategy and Organizational Leadership class.

All written reports should be neatly typed, legible and free of errors in grammar and spelling. Documents should be formatted as follows:
- Single-spacing, Times New Roman or Garamond font, 12-point font, with one-inch margins. Pages after the first page must have a header showing the course title, assignment title and page number.
To cite and reference professional or academic sources, please use APA style. Specific instructions for in-text citations and referencing are found in the Publication Manual of the American Psychological Association, 6th Edition or at http://owl.english.purdue.edu/owl/resource/560/01/. To help manage the citations and seamlessly create reference lists, Mason supports free software called Zotero at https://www.zotero.org/.

Group deliverables should have a title page showing a title for the report, course name and number, date due and the students’ names.

Part of the evaluation of each written assignment will be the quality of the writing, with specific emphasis on solid business prose.

Do not use binders or portfolios. All deliverables should also be submitted electronically. Please use e-mail sent the Mason email address on page 1.

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.

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. 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. There are severe penalties for violating the Honor Code while a graduate in the School of Business. While you should be aware of these, the recommended sanctions will be reviewed in the first class and posted on the Blackboard site.

**Travel and travel logistics**

While the MBA Program staff and the contractor in South Africa will endeavor to provide as much assistance as possible, students must take significant personal responsibility for making arrangements. Students are reminded that any travel carries a certain amount of risk – it’s part of the adventure and learning. You must, however, attend to your personal safety and well-being. Be smart.
Matrix of topics, reading assignments and case activities

All classes other than the time in South Africa and the final exam are scheduled to meet in James Buchanan Hall, D003, from 6:30—10:05 P.M.

| Class | Topics/Activity | Readings

| Class 01  | Introduction Overview of Residency; discussion of assignments; discussion of South Africa; travel logistics; presentation on entry modes | *The Making of Modern South Africa*

|   |   | Chapter 5: The heyday of apartheid
|   |   | Chapter 6: The decline and fall of apartheid
|   |   | Chapter 7: The ‘New South Africa’
|   |   | Articles:
|   |   | • “Distance Still Matters”
|   |   | • “Five Pillars for Doing Business in Africa”
|   |   | • “Strategies That Go the Distance in Africa”

| Class 02  | Multinational corporations in Africa and South Africa; case discussion | Articles:

|   |   | • “Strategies that Fit Emerging Markets”
|   |   | • “Engaging with Startups in Emerging Market”
|   |   | • “Three things Multinationals Don’t Understand about Africa’s Middle Class”
|   |   | Case:
|   |   | • “Walmart’s African Expansion”

| Class 03  | Entrepreneurship in Africa; growth industry sectors | Articles:

|   |   | Doing Business in South Africa due; brief presentation and written report
|   |   | • “The High Intensity Entrepreneur”
|   |   | Cases:
|   |   | • “Chabros International Group, A World of Wood”
|   |   | • “Vinesh Juglal: South African Serial Entrepreneur”

| Class 05  | Final preparation State of the Industry Report due; brief presentation and written report Company profiles (brief presentations and short paper) |  

| No class  | Individual Background/Research Paper due by email |  

January 7—13, 2018
Global Residency in South Africa
Consolidated Doing Business in South Africa reports should be read thoroughly before the Residency begins.

January 20
Final Presentation of Business Prospects for a Specific Industry and Company in that Industry Project Location TBD

NOTE: During one of the scheduled classes, a representative from the Program Office will present a brief presentation on what is expected of students during the Residency.

---

2 For detailed information on the readings, including authors and publication data, see page 4 of this Syllabus.