Course Title: Global Business Perspectives
Chile Global Residency

Course Number: MBA 795, Section 003, Fall 2016

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: Mason Hall, D003
Global Residency in Santiago and Viña del Mar, Chile

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

Final Presentation: Saturday, January 21, 2011. Location TBD

Instructor: Jeffrey Kulick

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

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Fax: 703-993-1809

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Office hours: By appointment, in Arlington or Fairfax.

Background: Chile is one of the most stable and prosperous developing nations and consistently ranks high on international indices relating to economic freedom, transparency and competitiveness. The U.S. has a long history of investment and relations with Chile,
including a Free Trade Agreement. Chile is a member of OECD, the second nation in Latin America to join, and an active trading partner with countries in Europe and Asia.

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 Chile 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 American managers and entrepreneurs as well as U.S. expatriates doing business in Chile, 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 Chile 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 Chile and how it has affected the current business climate
- Chile’s state of economic development and its impact on the demand for goods and services
- Chile’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 its impact on business, multinational corporations and start-ups in Chile
- Significant social and cultural norms that affect the conduct of business in Chile.

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 Chile?
- What does it take to have a successful career with Chilean partners?
• How do Chileans 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 Chile?
• What does it take to compete successfully as an entrepreneur, consultant, or manager, trade partner, or expatriate in Chile?

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 few weeks between the end of the Residency in Chile and the end of the course.

The final project was developed with the help of Professor Yan Ling, 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 Chile and doing business in Chile. 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 no assigned textbook; you will, however, be required to read articles and cases.

I recommend but do not require a book on the history or recent history of Chile, or a book on doing business in Chile. There are several such books, and if you are interested, I can give you some ideas and recommendations.

Several cases and articles will be discussed in class and are required reading for all students:
• “Chabros Brothers Group: A World of Wood,” by Bassam Farah, Richard Ivey School of Business Foundation, 2010
“When One Business Model Isn’t Enough,” by Ramon Casadesus-Masanell and Jorge Tarziján, HBR, January-February, 2012
“Chile’s Copper Surplus: The Road Not Taken” (A) and (B), by Laura Altaro, Dante Roscini and Renee Kim, Harvard Business School Publishing, 2013.

In addition, student groups will work on an assigned case as part of the State of the Industry Report. See the assignment description for a detailed listing.

A Coursepack has been established for both required general and industry-specific cases, and it may be accessed at: [http://cb.hbsp.harvard.edu/cbmp/access/56551126](http://cb.hbsp.harvard.edu/cbmp/access/56551126)

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 Chile?
- 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: Friday, December 23, 2016
Total points possible: 150 points

You will research a specific topic or read and develop a report on a work of Chilean 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 Chile
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 of the class sessions, each of the
business visits in Chile 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 Chile Report  
Due: Tuesday, November 15, 2016  
Total points possible: 100 points  
Each of six groups will prepare an executive-summary style report on specific aspects on doing business in Chile. The group will also give an informal presentation on their findings as part of the class on All six sections will be collated into a single report, which is to be read before you go to Chile.

Group assignment—State of the Industry Report  
Due: Tuesday, December 6, 2016  
Total points possible: 150 points  
Each of six groups works 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 a case about that industry sector in Chile. You will determine the salient information to be shared with the rest of the class on December 6. In addition, you and your group will have on-the-ground responsibilities in Chile, e.g., taking the lead during the visits to those companies in the assigned or related industries. The deliverables will include a researched paper, a short description of the case issues and insights, and the brief class presentation.

Group assignment—Company/Industry visits  
Due: Tuesday, December 13 and during Residency in Chile.  
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 fifth pre-residency meeting. 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 21, 2017
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 entrepreneurial prospects for a specific company within an assigned industry. 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 Chile. The groups will select a specific company within that industry, and explore how it would develop a business in Chile. 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 Chilean sectors.

Extra Credit
Individual: Extra credit opportunities
Due: Wednesday, January 18, 2015
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 Chilean citizen. Prepare a one-page summary of your discussion, the situation and your insights or perceptions.

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.

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.

Points may be earned as follows:

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<tr>
<th>Points to be earned</th>
<th>Points possible</th>
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<tbody>
<tr>
<td>Individually earned points</td>
<td>300 points</td>
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<tr>
<td>Background Assignment</td>
<td>150 points</td>
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<tr>
<td>Class participation</td>
<td>150 points</td>
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<tr>
<td>Total individually earned points</td>
<td>300 points</td>
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<tr>
<td>Points to be earned in groups</td>
<td>700 points</td>
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<tr>
<td>Doing Business Report</td>
<td>100 points</td>
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<tr>
<td>State of the Industry Report</td>
<td>150 points</td>
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<tr>
<td>Country/Industry visits</td>
<td>100 points</td>
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<tr>
<td>Business Idea Project</td>
<td>350 points</td>
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<tr>
<td>Total points to be earned in groups</td>
<td>700 points</td>
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<tr>
<td>TOTAL POINTS TO BE EARNED</td>
<td>1,000 points</td>
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Your final grade for the course will depend on the total number of points you earn:

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<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>
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<tr>
<td>900 – 939</td>
<td>A-</td>
<td>3.7</td>
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<tr>
<td>870 – 899</td>
<td>B+</td>
<td>3.3</td>
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<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>
<td>2.3</td>
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<td>700 – 769</td>
<td>C</td>
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<tr>
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Students are reminded that the MBA program has specific expectations of students in terms of grades.

**Specific responsibilities**

To meet the course objectives, you will use reading, assignments, project, discussion and research. 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. 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 Chile, they are ambassadors of George Mason University and the MBA program. A briefing will be presented on November 8, which will describe those expectations and standards of behavior.

**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.

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.

Professor Ling will give you detailed instructions on the report to be used in both this class and her Strategy and Organizational Leadership class.

Do not use binders or portfolios. All deliverables should also be submitted electronically. Please use e-mail.

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 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.

**Travel and travel logistics**

While the MBA Program staff and the contractor in Chile 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 Chile and the final exam are scheduled to meet in Mason Hall, D003, from 6:30—10:05 P.M.

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<thead>
<tr>
<th>Class</th>
<th>Topics/Activity</th>
<th>Readings</th>
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<tbody>
<tr>
<td>Class 01</td>
<td>Introduction&lt;br&gt;Overview of Residency; discussion of assignments; travel logistics; presentation on entry modes&lt;br&gt;• Discussion of assignments&lt;br&gt;• Discussion of entry modes and relation to MBA 678</td>
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<td>Nov. 01</td>
<td>Class 02&lt;br&gt;MBA Program expectations presentation&lt;br&gt;Discussion of entrepreneurship, entry modes and information needed to build recommendation</td>
<td>• World of Wood, Inc.&lt;br&gt;• When One Business Model Isn’t Enough&lt;br&gt;• Startup: Chile</td>
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<td>Nov. 08</td>
<td>Class 03&lt;br&gt;Chile&lt;br&gt;The business environment in Chile. Doing Business in Chile report due and brief class presentation</td>
<td>• Conundrum of Inequality&lt;br&gt;• Chile’s Copper Surplus: The Road Not Taken (A)&lt;br&gt;• Chile’s Copper Surplus: The Road Not Taken (B)</td>
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<tr>
<td>Nov. 15</td>
<td>Class 04&lt;br&gt;Industry scan&lt;br&gt;• State of the Industry Report due; brief presentation and written report</td>
<td>• Selected case studies (See State of the Industry Report description)</td>
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<td>Dec. 06</td>
<td>Class 05&lt;br&gt;Final preparation&lt;br&gt;• Company profiles (brief presentations and short paper)&lt;br&gt;Individual Background/Research Paper due December 23rd</td>
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<td>Dec. 13</td>
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January 2 – 10, 2015
Global Residency in Chile
Consolidated Doing Business in Chile reports should be read thoroughly before the Residency begins.

January 24
Final Presentation of Business Prospects for a Specific Industry and Company in that Industry Project
Final presentation location TBD.