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.
- 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.

This course satisfies the Global Understanding general education degree requirement, addressing the following learning objectives of that program:

- Demonstrate understanding of how the patterns and processes of globalization make visible the interconnections and differences among and within contemporary global societies.
- Demonstrate the development of intercultural competencies.
- Explore individual and collective responsibilities within a global society through analytical, practical, or creative responses to problems or issues, using resources appropriate to the field.
Prerequisites
Before taking this class, you should have completed 30 credit hours (i.e., sophomore standing).

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 at least twice a week, with one visit early in the week.
- Stay on schedule with the material covered, and complete assignments on time.
- Participate actively in discussions.
- Check your MasonLive 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, Connect and Case Pack

You also need a subscription to McGraw-Hill’s Connect, which provides an e-book and a homework/quiz manager. If you do not need a hard copy book, you can buy everything you need directly from McGraw-Hill and save some money. There is also a 14-day free trial available which may be helpful. See the course website for more information on the textbook (including money-saving suggestions) and Connect.

Finally, you will need to purchase a small case pack from the Harvard Business Publishing website. A purchasing link is 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.

Unit Folders and Lessons
Each week’s assignments and activities can be found in unit folders on the course website. Each folder contains one or more lessons containing a detailed list of readings, activities, and other assignments, and also provides perspective on the material. In addition, you can get the big picture of the course, with topics and major due dates, from the weekly course schedule available on the course website.

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.
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.

Zoom
Most of us are now quite familiar with the Zoom web conferencing tool. We will use it for virtual office hours and one-on-one meetings.

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 or online chat. (I recommend not using email unless it is a low-priority issue and you don’t need an answer right away.)

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.

However, please consult the course website before posting to the forum or emailing me and make a reasonable attempt to find the answer for yourself. I have put a great deal of time into building the website and it answers most questions that students have asked. This allows me to spend more time helping students whose questions aren’t answered on the website.

Here are some options for getting help when the question isn’t quite as simple:
- **Virtual office hours:** Virtual office hours using Zoom 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 Zoom, 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>5-10</td>
<td>15</td>
</tr>
<tr>
<td>Exams</td>
<td>2</td>
<td>0</td>
<td>150</td>
<td>300</td>
</tr>
<tr>
<td>SmartBook activities</td>
<td>17</td>
<td>2</td>
<td>5</td>
<td>75</td>
</tr>
<tr>
<td>Connect interactive activities</td>
<td>17</td>
<td>3</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>Discussions</td>
<td>4</td>
<td>0</td>
<td>60</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>
<td><strong>47</strong></td>
<td><strong>12</strong></td>
<td><strong>925</strong></td>
<td><strong>1,000</strong></td>
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</tbody>
</table>

Grades will be assigned as follows:

<table>
<thead>
<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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</tbody>
</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.

Connect Activities: SmartBook and Interactives

In order to help you to stay involved and up to date with the course material, and to give you opportunities to practice new skills, each unit of the course will include assignments to complete using McGraw-Hill’s Connect system. These activities fall into two categories:
Connect Interactive Activities
In most units, you will take a quiz or complete an interactive activity on McGraw-Hill’s Connect website summarizing the textbook material. You may complete these twice each; the higher of your two scores will count. They are due at the end of the assigned course week (Sunday night) at 11:59 pm. Connect deadlines are very precise since they are being tracked by the computer; 12:00 am on Monday morning is considered one day late.

Your three lowest Connect activity scores during the semester are dropped; this means you can skip three Connect activities without a penalty. In addition, you may submit Connect activities up to three days late for partial credit (with 25% of the point value deducted for each day late). Because of these accommodations, individual extensions are not available on Connect activities.

SmartBook Activities
SmartBook is an adaptive question-and-answer tool that guides you through the textbook; it chooses questions to ask based on your previous answers. You can also answer all questions at once after finishing reading the chapter. Each SmartBook activity will earn you up to five points.

There are seventeen SmartBook assignments available in this course (one per chapter). Your lowest two scores will be not count toward your grade, which gives you the opportunity to skip two activities without a penalty.

SmartBook activities must be completed by the deadline in order to earn credit. After the deadline, they convert to non-credit “Recharge” activities that can be done for review and exam preparation. Please note that, unlike Connect interactive activities, this means they CANNOT be completed late for partial credit.

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 10-15 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 five comments on your classmates’ posts by over the remainder of the week.

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.

Individual Assignments
You will complete three individual written assignments, each based on a case document describing a real-world business situation from the recent past. 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 and Reflect 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 five points.

Finally, some units contain non-credit “Reflect” activities. These activities simply ask you to stop and think about a world event, a scenario, or a personal experience, and apply course concepts. You will not submit an answer; however, sample answers will usually be provided for review. These are intended to help you to learn to apply course material, which is a higher-level learning goal than simply being able to repeat what the book said about something.

**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 or a Mac running a recent version of its operating system, with at least 2GB of memory. It’s best to have a screen size of at least 13 inches. Many course resources operate correctly on tablets or smartphones; however, some quizzes and exams may require a computer.
- 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.
- Sufficient hard disk space to download required software and save your course assignments.
- A webcam (internal or external) and a microphone, used during exams.

**Software**

- A web browser supported by Blackboard (it supports recent versions of all major browsers)
- Microsoft Word and PowerPoint, or other software that can read Word and PowerPoint files.
- A PDF reader such as Adobe Acrobat Reader
- 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 necessarily software and access course materials. Corporate firewalls may restrict access to some websites and media types.
University Policies and Resources

Academic Integrity Policy
You are expected to adhere to the George Mason University Honor Code. 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 use a specific number of pages of notes (details available on Blackboard) during the exam. However, you may not refer to any online sources, or to any hard copy sources except these notes, nor may you consult with anyone during the exam. Your answers must be your own work.

- For Connect activities, 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. 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 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 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 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 and the Responsible Use of Computing Policy.

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 Course Schedule – Fall, 2020

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</th>
<th>Readings (Current news articles may also be assigned; see Blackboard)</th>
<th>Assignments – see Blackboard for links</th>
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<tbody>
<tr>
<td><strong>Module 1: Foundations</strong></td>
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<tr>
<td>Week 1 8/24-8/30</td>
<td>Course Introduction; Globalization</td>
<td>• “Start Here” area on Blackboard</td>
<td>• Introduce yourself on Blackboard</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• SmartBook Chapter 1</td>
<td>• Ch 1 Connect activities</td>
</tr>
<tr>
<td>Week 2 8/31-9/6</td>
<td>National Differences</td>
<td>• SmartBook Chapters 2 &amp; 3</td>
<td>• Ch 2 &amp; 3 Connect activities</td>
</tr>
<tr>
<td>Week 3 9/7-9/13</td>
<td>Differences in Culture; Ethics, CSR, Sustainability</td>
<td>• SmartBook Chapters 4 &amp; 5</td>
<td>• Ch 4 &amp; 5 Connect activities</td>
</tr>
<tr>
<td><strong>Module 2: Global Trade and Investment</strong></td>
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<tr>
<td>Week 4 9/14-9/20</td>
<td>International Trade Theory</td>
<td>• SmartBook Chapter 6</td>
<td>• Individual Assignment #1</td>
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<td>• Case: GlaxoSmithKline in China</td>
<td>• Ch 6 Connect activities</td>
</tr>
<tr>
<td>Week 5 9/21-9/27</td>
<td>Government Policy &amp; International Trade</td>
<td>• SmartBook Chapter 7</td>
<td>• Ch 7 Connect activities</td>
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<td></td>
<td>• Discussion #1 (Initial post due 9/24)</td>
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<tr>
<td>Week 6 9/28-10/4</td>
<td>Foreign Direct Investment</td>
<td>• SmartBook Chapter 8</td>
<td>• Ch 8 Connect activities</td>
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<td></td>
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<td></td>
<td>• Respondus Monitor Test Run</td>
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<tr>
<td>Week 7 10/5-10/11</td>
<td>Regional Economic Integration</td>
<td>• SmartBook Chapter 9</td>
<td>• Ch 9 Connect activities</td>
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<td>• Discussion #2 (Initial post due 10/8)</td>
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<tr>
<td><strong>Module 3: Global Monetary System</strong></td>
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<tr>
<td>Week 8 10/12-10/18</td>
<td>Foreign Exchange Market Exam #1</td>
<td>• SmartBook Chapter 10</td>
<td>• Exam #1 – covers Weeks 1-7</td>
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<td></td>
<td>• Ch 10 Connect activities</td>
</tr>
<tr>
<td>Week 9 10/19-10/25</td>
<td>International Monetary System</td>
<td>• SmartBook Chapter 11</td>
<td>• Discussion #3 (Initial post due 10/22)</td>
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<td></td>
<td></td>
<td></td>
<td>• Ch 11 Connect activities</td>
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<tr>
<td>Module 4: Global Business Strategy</td>
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<tr>
<td><strong>Week 10</strong>&lt;br&gt;10/26-11/1</td>
<td>International Business Strategy</td>
<td>• SmartBook Chapter 12</td>
<td>• Ch 12 Connect activities</td>
</tr>
<tr>
<td><strong>Week 11</strong>&lt;br&gt;11/2-11/8</td>
<td>Entering Markets</td>
<td>• SmartBook Chapter 13&lt;br&gt;• Case: Mahindra &amp; Mahindra</td>
<td>• Individual Assignment #2&lt;br&gt;• Ch 13 Connect activities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module 5: Global Business Tactics</th>
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<tbody>
<tr>
<td><strong>Week 12</strong>&lt;br&gt;11/9-11/15</td>
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<tr>
<td><strong>Week 13</strong>&lt;br&gt;11/16-11/22</td>
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<tr>
<td><strong>11/23-11/29</strong></td>
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<tr>
<td><strong>Week 14</strong>&lt;br&gt;11/30-12/6</td>
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<tr>
<td><strong>12/7-12/13</strong></td>
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