### Class Meeting Times:

**Section 02**: MWF 11:00-11:50pm, **Classroom**: BCTR 220

**Instructor**: Lancie Affonso  
**Email**: affonsol@cofc.edu or OAKS Pager  
**Telephone/Text**: 843-628-6357  
**Office**: Berry 110  
**Office Hours**: TR 9am-12 or by appointment

### Required Text and CESIM Simulation:

McGraw-Hill Irwin, 2015. (available in the bookstore or online)

2. **CESIM Online Global Simulation** ($40 online payment with credit card or Pay-Pal) Registration instructions on the last page of the syllabus.

### Course Description:

This course examines a variety of managerial issues arising from the interaction of two or more cultures in international business situations. The course extends the management and organizational behavior constructs introduced in the prerequisite course, with particular emphasis on problem solving and decision making in the multicultural firm.  

**Prerequisites**: MGMT 301 and Junior standing

### Objectives of the Course:

1. To understand principles of management as related to the multinational firm. Specific attention will be given to: the environment of the multinational firm, including globalization and trade; cultural differences; communicating across cultures; global business strategy; strategic alliances; general management and leadership; and human resources including organizational approaches, expatriate and local personnel management.

2. To be able to apply these concepts to practical problems in the multinational firm. This will be aided by case analysis and computer simulations: each student is expected to analyze real world situations through the use of the case method process individually and in a team.

3. To enhance interpersonal, oral and written presentation and critical thinking skills through these objectives, using assignments that require analysis as well as synthesis and/or critical thinking, and class participation/contribution.

### School of Business Learning Goals:

This course directly addresses the four Learning Goals established by the School of Business and Economics:  

**COMMUNICATION SKILLS**: Students will demonstrate the ability, via both written and spoken word, to effectively present, critique, and defend ideas in a cogent, persuasive manner.

**QUANTITATIVE FLUENCY**: Students will demonstrate competency in logical reasoning and data analysis skills.

**GLOBAL AND CIVIC RESPONSIBILITY**: Students will be able to identify and define social, ethical, environmental and economic challenges at local, national and international levels. Students will also be able to integrate knowledge and skills in addressing these issues.

**INTELLECTUAL INNOVATION AND CREATIVITY**: Students will be able to demonstrate their resourcefulness and originality in addressing extemporaneous problems.

**SYNTHESIS**: Students will demonstrate the ability to integrate knowledge from multiple disciplines incorporating learning from both classroom and non-classroom settings in the completion of complex and comprehensive tasks.

### Instructional Method:

Students will take an active role in leading discussion of cases, presenting cases, and providing critical commentary. Each class will involve discussion and dialogue as major elements in the learning strategy.

### Evaluation Schedule:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Component</th>
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<tbody>
<tr>
<td>50%</td>
<td>Chapter Quizzes (11)</td>
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<tr>
<td>15%</td>
<td>Class Discussions/News</td>
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<td>10%</td>
<td>Case Presentations</td>
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<td>25%</td>
<td>Global CESIM Simulation</td>
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(Assignment details will be available in OAKS)

### Grading Scale:

- 100 - 94 (A)  
- 93 – 90 (A-)  
- 89 - 87 (B+)  
- 86 - 83 (B)  
- 80 (B-)  
- 79 -77 (C+)  
- 76 - 73 (C)  
- 72 – 70 (C-)  
- 69 - (D+)  
- 66 - 63 (D)  
- 62 – 60 (D-)  
- else (F)

### Student Honor Code:

I expect you to abide by the **Honor Code** and the **Student Handbook: A Guide to Civil and Honorable Conduct**.

### Disabilities:

If you have a documented disability and are approved to receive accommodations through **SNAP Services**, please contact me.

**Attendance** is required for learning to take place. **Students that have more than three unexcused absences will get a zero for their participation/attendance grade.**
<table>
<thead>
<tr>
<th>Week</th>
<th>Day</th>
<th>Topics</th>
<th>Quiz due @ 11am</th>
<th>Group Cases</th>
<th>CESIM Due 11am</th>
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| BEFORE Class: 1. **Read Level 5 Leadership**, 2) Review **Discussion Guide** 3) Watch CESIM OVERVIEW (**Video**)
| 1 M 8 | Introduction Part I: Environmental Foundation **Read Level 5 Leadership**
| Jan W 10 | Level 5 Leadership discussion- cont: **What is your B.H.A.G?** Selection of 9 CESIM Team Leaders **Groups BRIC, MINT** CESIM Group Formation (4 Students per group) Register for CESIM
| F 12 | **CESIM Q & A and prep for CESIM practice round 1**
| M 15 | **#MLK Holiday- No class (Tuesday Jan 16 Last day to Drop/Add)**
| 2 W 17 | 1.CH 1 Globalization and International Linkages **(CH 1 PDF- see OAKS for PPT)** Also view Video **Case Interview 101** (12 min) **Ch1 Quiz (45 min)**
| F 19 | **CESIM Round 1 Review and Feedback**
| 3 M 22 | 2. **The Political, Legal, and Technological Environment**: Case: Student Advocacy and "Sweatshop" Labor: The Case of Russell Athletic. (p.92) (Prezi) **(Opposing viewpoints)** Video: **Outsourcing to India** **Ch2 Quiz** **Group 1 Brazil (364)**
| W 24 | Case: Dansko Puts Its Right Foot Forward (p.89) Video: **What’s Fueling the Arab Spring?** **Group 2 Russia**
| F 26 | **Practice Round 2**
| 4 M 29 | 3. **Ethics and Social Responsibility**
| W 31 | Case: Pharmaceutical Companies, Intellectual Property, and the Global AIDS Epidemic Video: **India's Rise- Hans Rosling** **Ch3 Quiz** **Group 3 India**
| Feb F 2 | **Round 1**
| Sat 3 | **Designated Storm make up day**
| 5 M 5 | 4. **The Meanings and Dimensions of Culture**, **Ch4 Quiz** **Initial Strategy Report due in CESIM Forum**
| W 7 | **CofC Mission, SB** **Group 4 China**
| Th 8 | **EC: 2nd College of Charleston German-American Business Summit Noon- 5pm**
| F 9 | **CESIM Quiz + Round 2**
| 6 M 12 | 5. **Managing Across Culture**: In-class exercise: **Frankenfoods or Rice Bowl for the World: The U.S.-E.U. Dispute Over trade in Genetically Modified Organisms** **Ch5 Quiz**
| W 14 | In-class exercise: The Culture Quiz. Cases: Coca Cola in India and/or Danone’s Wrangle with Wahaha. Video: **HSBC and Culture** CofC Career Fair 12-3:30pm TD Arena **Group 5 South Africa**
| F 16 | **Round 3**
| 7 M 19 | 6. **Organizational Culture and Diversity** Case: Euro Disneyland and Beyond Tokyo:Disney’s Expansion in Asia **Ch6 Quiz** **Group 6 Mexico (172)**
| W 21 | **#CESIM (SigCSE)**
| F 23 | **#CESIM** **Round 5**
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<th>Date</th>
<th>Day</th>
<th>Activity/Assignment</th>
<th>Chapter</th>
<th>Notes</th>
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<tr>
<td>M 26</td>
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<td>7. Cross-Culture Communication and Negotiation</td>
<td>Ch7 Quiz</td>
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<td>W 28</td>
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<td>In-class exercise: Cross Cultural Conflicts in the Corning-Vitro Joint Venture: Case: Wal-Mart's Global Strategies</td>
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<td>Group 7 Indonesia</td>
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<td>Mar</td>
<td>F 2</td>
<td>Round 6</td>
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<td>9</td>
<td>M 5</td>
<td>8. Strategy Formulation and Implementation + Walmart</td>
<td>Ch8 Quiz</td>
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<td>W 7</td>
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<td>Case: Wal-Mart's Global Strategies(page 264) + Course Objectives + Google Presentation on unconscious bias at work</td>
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<td>Group 8 Nigeria</td>
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<td>F 9</td>
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<td>Round 7</td>
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<td>10</td>
<td>M 12</td>
<td>9. Entry Strategies and Organizational Structures (PPT in OAKS)</td>
<td>Quiz 9</td>
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<td>W 14</td>
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<td>Case: Nokia Targets Base of Pyramid + CH 9 PPT discussion</td>
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<td>Group 9 ?</td>
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<td>Round 8</td>
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<td>March</td>
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<td>Spring Break (Midterm Grade = Avg of Ch 1-9 Quizzes)</td>
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<td>11</td>
<td>M 26</td>
<td>10. Managing Political Risk, Government Relations, and Alliances</td>
<td>Ch10 Quiz</td>
<td>Work on CESIM Draft Report</td>
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<td>Apr</td>
<td>W 28</td>
<td>CESIM - Voicethread Overview in class (due 4/6)</td>
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<td>F 30</td>
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<td>#Work on CESIM Final Report</td>
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<td>W 4</td>
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<td>#Work on CESIM Final Report</td>
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<td>CESIM Final Report (OAKS)</td>
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<td>F 6</td>
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<td>CESIM VT Presentations</td>
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<td>M 9</td>
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<td>12. Motivation Across Cultures (PPT in OAKS)</td>
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<td>13</td>
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<td>Quiz 11</td>
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<td>M 16</td>
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<td>13. Leadership Across Cultures (PPT) Peer review criteria + VT</td>
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<td>14</td>
<td>W 18</td>
<td>Course Evaluations</td>
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<td>F 20</td>
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<td>Course Reflections + 3 Key Lessons</td>
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<td>CESIM Peer Evaluations</td>
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<td>M 23</td>
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<td>Last day of class</td>
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Use the link below to register for CESIM and then check the Paypal/credit card option. URL: [http://sim.cesim.com/register/MGMT325](http://sim.cesim.com/register/MGMT325)

For the simulation, you will be working in small groups (4 students per group, self selected via a group sign up list in class/OAKS). Your first task will be to devise an expansion strategy for your firm, addressing how you propose to expand your activities across the three regions.

CESIM OVERVIEW

1. **Objective**: The main objective of the CESIM simulation is to deliver sustainable, profitable growth in an international business. Typically this is measured by a ratio called “cumulative total return to the shareholders”, which combines share price development and dividends paid to show the total return to the shareholders. Teams may try to manipulate their profits, revenues, and market share in the short run, but share price will punish any short-sighted decisions sooner rather than later during the 8 rounds of the simulation.

2. **Assessment**: You grade in the CESIM assignments are based primarily on how your group develops strategies to address the learning objectives in the simulation through your Initial Global Strategy Report (5%), Group Rank and Financials (5%), your CESIM VoiceThread Presentation (5%) and Final CESIM report (10%).

3. **Practice Rounds (2)**: Each group will first play the two practice rounds of the simulation. Students will use the team forum in CESIM to communicate with team mates and document their strategy/decisions for each round.

4. **First Two Rounds**: I expect that students will struggle to grasp the financials in the practice as well as first two rounds in CESIM as you learn to handle complexity with imperfect information in an international business environment. Hopefully, your comfort level with the simulation will increase after the second round. If it does not and you are still struggling, feel free to set up a time to meet with me.

5. **Initial Global Strategy Plan** (after first two practice rounds): After two practice rounds of the simulation, each group will submit an initial Global Strategy Plan. We are creating the market in this simulation, and this initial plan should cover your thoughts on the best market position for your firm given the information you have available.

Use the responses to the questions below to guide your strategy for the group report 1) report titled “Initial Global Strategy – Team X” (where X your group name/color) in your group’s CESIM discussion forum

1. What is your corporate mission?
2. How do you plan to maximize shareholder value?
3. In which international markets do you plan to invest in? Why?
4. What product(s) do you plan to focus on? Why?
5. What financial indicators will you focus on? Why?
6. Other: Logistics, Demand, Competitive Analysis, Risk Assessment?

6. **CESIM VoiceThread Presentation** (after Round 8): Your comments should be directed towards the board of directors of the firm and explain/justify your group’s strategy for each metric (as applicable).

To ensure that we hear from everyone in the class, each Team Member is required to comment on at least two of the 12 slides. A video comment (webcam) is preferred—although you may use audio narration (or a combination of both)

- Slide 1: Financial Statements: Income and Cost Structure/Profit
- Slide 2: Financial Statements: Balance Sheet
- Slide 3: Ratios: Financial Ratios
- Slide 4: Ratios: Key Financial Indicators
- Slide 5: Market Report: Global Market Shares
- Slide 6: Market Report: Product Price Per Technology
- Slide 7: Production Report: Total Mfg. and Capacity Utilization
- Slide 8: Production Report: Production Plants
- Slide 9: Cost: Average Logistics Cost Per Product
- Slide 10: Cost: Tech 1-2 Production costs
- Slide 11: Cost: Tech 3-4 Production costs
- Slide 12: Concluding Remarks to the Board of Directors
- Slide 13: All Students: Top 2 things you learnt from the CESIM Simulation

7. **Final Report**: After eight rounds of play, teams will also submit a final report (8-10 pages) that describes their firm’s performance (including industry analysis, competitor analysis, regional analysis (USA, EU, Asia) and firm resource positions) and what was learned from the experience of managing their firm’s international expansion. The report should be uploaded to OAKS.