



MAN 6607 Global Organizational Issues CRN 11200
Online MBA
Spring Semester 2020, 3 Credit Hours

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COURSE DESCRIPTION

Addresses the cross-cultural skills necessary for managers in today's multinational and multi-cultural organizations. Examines culture-specific needs for leadership, communications and negotiations; and focuses on culture's impact on legal, ethical, diversity, and environmental issues.

KEY TOPICS COVERED IN THIS COURSE

1. Globalizing Business and Organizations
2. Global Economic Pyramid and Global Demographic Forces
3. Reverse Innovation
4. Government, Regulations, and Legal Environments
5. Evaluating and Managing Political Risk Around the World
6. Government Ideologies, Economic Development
7. Comparing Nations as Investment Locations
8. Evaluating and Managing Macroeconomic Risk

9. Global Financial and Monetary System
10. Global Economic and Financial Crisis & Implications of the Great Recession
11. Cultural and Normative Institutions
12. Cultural and Contextual Intelligence
13. Managing Corporate Social Responsibility (CSR) Globally
14. Leveraging Resources and Capabilities in Global Markets
15. Strategizing, Structuring and Learning around the World
16. Offshoring vs. Onshoring
17. Trading Internationally
18. Investing Abroad Directly
19. Managing International Mergers, Acquisitions and Alliances
20. International Human Resource Management
21. Dynamics of Global Business Teams
22. Competing in Global Marketing and Supply Chain Management
23. Globalizing the Entrepreneurial Firm
24. Doing Business in Emerging Markets

TEXTBOOK AND READINGS *and other required materials*

- Peng, M. (2018). Global. 4th edition, South-Western (ISBN-13: 978-1-337-40683-3)
- Class handouts, cases and additional reading materials

Case study and additional reading material: Classes will be supported by additional reading and case study material. This material will be available online via FGCU’s library resources, via our *Canvas* course website and/or provided by the professor in class.

Supplementary reading material: To achieve an optimal learning experience and to facilitate class discussions, it will be useful to read newspapers and magazines related to the field of international business (IB), such as (available at the library):

- The Financial Times
- The Economist
- The New York Times
- The Wall Street Journal
- Bloomberg BusinessWeek
- Other IB Periodicals

GRADING AND ASSIGNMENTS

Course Grade

The course grade will be based on the following criteria:

▪ Written Article Analyses	10%
▪ Written Case Analyses	15%
▪ Midterm Exam	25%
▪ Final Exam	25%
▪ Global Business Topics Report and Presentation	25%
TOTAL	100%

Grading System

A	93.00+	4.0	C	73.00 - 76.99	2.0
A-	90.00 - 92.99	3.67	C-	70.00 - 72.99	1.67
B+	87.00 - 89.99	3.33	D+	67.00 - 69.99	1.33
B	83.00 - 86.99	3.0	D	63.00 - 66.99	1.00
B-	80.00 - 82.99	2.67	D-	60.00 - 62.99	0.67
C+	77.00 - 79.99	2.33	F	below 60.00	0.00

Written Article Analyses

This is an individual assignment. Throughout the term, students will be responsible for completing several written article analyses. **Article analyses are due by 11:59pm (EST) on the Sunday of each week in which they are assigned. Late submissions will not be accepted.** See further details about these assignments, including specific assignment instructions, on our Canvas course website.

Written Case Analyses

This is an individual assignment. Students will be responsible for submitting several written case analyses based on case guide questions for each assigned case (see term schedule at the end of this syllabus). **Case analyses are due by 11:59pm (EST) on the Sunday of each week in which a case is assigned. Late submissions will not be accepted.** See further details, including specific assignment instructions, on our Canvas course website.

Exams

Over the course of the term, there will be a total of two online exams that will cover the assigned class material (incl. textbook chapters, additional readings, case analyses and any other assigned materials). The dates are included on the term schedule at the end of this syllabus. These exams are an opportunity to revisit the assigned materials and to demonstrate familiarity with crucial concepts, knowledge and facts related to global organizational issues. Exams must be completed in the allocated time once started (i.e. it is not possible to answer part of an exam and continue answering the remaining part at a later time). Each exam must be taken individually without the collaboration with or assistance from any person including fellow class members. Details will be announced prior to each exam.

Global Business Topics Report and Presentation

This project provides student teams with the opportunity to act as consultants on special global business topics and their implications for multinational corporations. The project includes a literature study on a specific global business topic, the development of a current, interesting and relevant research question(s), interviewing of business executives (at least one per team member) who have current experience with, and expertise in, the chosen global business topic and to whom you can ask important questions so that answers can be incorporated in the report and presentation. This project constitutes a valuable opportunity to explore a global business topic of interest to you and your team and to get in touch and network with business executives through the interviews. Furthermore, this project constitutes a valuable opportunity to network with international business executives and academicians from around the globe at an upcoming international business conference, given that the best global business topic reports may be considered for submission to the conference for review as conference papers. See further details on our Canvas course website.

LEARNING OUTCOMES & ASSESSMENT

The Department of Management creates an environment that enables students to develop managerial knowledge and leadership skills, both individually and collaboratively, to: (1) recognize, evaluate, and cultivate business opportunities; (2) identify, understand, and implement positive solutions to organizational issues; and (3) build leadership capabilities to effectively manage organizational change in the global environment.

MBA Learning Goals & Objectives	MBA Learning Objectives	Course Learning Objectives (measurable)	Assessment Methods
Have leadership abilities	<ul style="list-style-type: none"> • Assess leadership skills • Develop personal leadership plan 	N/A	N/A
Have global awareness	<ul style="list-style-type: none"> • Evaluate the global impact of business decisions • Examine the environmental impact of business decisions • Analyze the ethical implications of business decisions 	<ol style="list-style-type: none"> 1. Identify and describe the complexities of managing a corporation in the global business environment. 2. Discuss the challenges and opportunities of global economic, political, legal, and cultural differences for the management of MNCs. 	I, II, III, IV, V
Have a strategic perspective	<ul style="list-style-type: none"> • Synthesize inter-disciplinary knowledge to make strategic decisions 	<ol style="list-style-type: none"> 3. Examine the global strategic factors that determine the success of MNCs. 	I, II, III, IV, V
Demonstrate effective communication skills	<ul style="list-style-type: none"> • Demonstrate effective written communication skills • Demonstrate effective oral communication skills 	<ol style="list-style-type: none"> 4. Demonstrate written presentation and report writing abilities. 	I, II, V
Critical thinking & problems solving	<ul style="list-style-type: none"> • Solve business problems using critical thinking skills 	<ol style="list-style-type: none"> 5. Apply fundamental IB concepts and analyze the implications of the key global environmental forces for the strategic management of firms operating in international markets. 	I, II, III, IV, V

Evaluation Methods/Assessment

- I) Written Article Analyses
- II) Written Case Analyses
- III) Midterm Exam
- IV) Final Exam
- V) Global Business Topics Report and Presentation

UNIVERSITY AND COURSE POLICIES

Attendance Verification via Canvas

As of fall 2015, all faculty members are required to use Canvas to confirm a student's attendance for each course by the end of the first week of classes. Failure to do so will result in a delay in the disbursement of your financial aid. The confirmation of attendance is required for all students, not only those receiving financial aid.

Change of Syllabus and Term Schedule

Please note that this syllabus, including the term schedule, is subject to change. Any changes will be announced in class, and students who miss a class or any portion of a class are expected to have learned from other students about possible changes.

Disability Accommodations Services

Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university's guiding principles, will provide classroom and academic accommodations to students with documented disabilities. If you need to request an accommodation in this class due to a disability, or you suspect that your academic performance is affected by a disability, please see me or contact the Office of Adaptive Services. The Office of Adaptive Services is located in the Wellness Building. The phone number is 239-590-7956 or Video Phone (VP) 239-243-9453. In addition to classroom and campus accommodations, individuals with disabilities are encouraged to create their personal emergency evacuation plan and FGCU is committed to providing information on emergency notification procedures. You can find information on the emergency exits and Areas of Rescue Assistance for each building, as well as other emergency preparedness materials on the Environmental Health and Safety and University Police Department websites. If you will need assistance in the event of an emergency due to a disability, please contact Adaptive Services for available services and information.

E-Mail Policy

The best way to contact me is through email. You must regularly check your FGCU e-mail account or you may not receive my e-mails that I send to the entire class, teams, or individual students. It is my policy to **ONLY** send and receive e-mails to/from FGCU e-mail accounts! Should you use the FGCU e-mail forwarding feature and forward e-mails sent to your FGCU e-mail account to another e-mail account, it will be your responsibility to ensure that you are able to receive my e-mails. **However, when sending e-mails to the professor, you MUST use your FGCU e-mail account! E-mails sent from an e-mail account other than your FGCU account will NOT be received and replied to** (so do not be surprised if you do not receive a response to an e-mail sent from another e-mail account). Also, **please do not send e-mails to me via the Canvas 'Course Mail' feature, but instead always send your e-mails directly to my FGCU e-mail address** (which you can find on the first page of this syllabus). **When contacting me via your FGCU e-mail account, please identify yourself as a student and include the CRN number of the course (which you can find on the first page of this syllabus) in the subject line of all e-mails so that I know what class and section you are enrolled in.** Failure to do so will result in a delayed response. Should you experience problems with your FGCU e-mail account or any other campus-related computing problems, please directly contact computer support services at phone (239) 590-1188.

Grading Issues

Students wishing to review their exams and other graded assignments and request grade revision will be able to do so within seven (7) calendar days of general notification of grades for that particular exam or graded assignment. Grade revision requests should be submitted in writing, and e-mail submissions are welcomed and encouraged.

Late Work Policy

Work turned in late will receive a grade of 0 (zero). All activities are due by the time stated in this syllabus unless announced otherwise by the professor (please note the Change of Syllabus and Term Schedule Policy). Due dates and times indicate the latest possible time the professor can receive your

work– not the latest possible time you can submit your work. Late work will not be accepted under any circumstances.

Library Resources

FGCU's library (<http://library.fgcu.edu>) provides students with a wealth of valuable hardcopy and online resources as well as assistance to explore these resources. Business librarian Regina Beard (rmbeard@fgcu.edu) is available by appointment for assistance with business research questions.

Reinstatement Policy

Students who are dropped from this course by the university for non-payment of tuition and/or fees are still responsible for completing all course activities and assignments by the deadlines stated in the course syllabus and associated handouts while they work on reinstatement to this course.

Required Information Technology

You need access to a computer with an Internet connection as well as with word processing software (such as Microsoft Word) and presentation software (such as Microsoft Power Point) installed for the professional preparation of assignments as well as to access the university's *Canvas* Course Management System. The university and library provide access to computers with internet and the aforementioned software programs for as long as you are a registered student.

Student Observance of Religious Holidays

All students at Florida Gulf Coast University have a right to expect that the University will reasonably accommodate their religious observances, practices, and beliefs. Students, upon prior notification to their instructors, shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances. Where practicable, major examinations, major assignments, and University ceremonies will not be scheduled on a major religious holy day. A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence.

University Nondiscrimination Statement

Florida Gulf Coast University is committed to ensuring equity and fairness for all University employees, students, visitors, vendors, contractors and other third parties. As such, the University prohibits discrimination on the bases of race, color, national origin, ethnicity, religion, age, disability, sex (including sexual harassment/assault), gender identity/expression, marital status, sexual orientation, veteran status or genetic predisposition with regard to admissions, employment, programs or other activities operated by the University. This prohibition extends to enforcement of Title IX of the Education Amendments of 1972. Questions or complaints should be directed to the Office of Institutional Equity and Compliance (OIEC). The OIEC's phone number is (239)745-4366; the OIEC email address is OIEC@fgcu.edu.

Web Assistance

The *Canvas* Course Management System course website will be used to facilitate this online course. Go to: <https://canvas.fgcu.edu> to login to *Canvas*. This link provides directions for how to login to the class website (you will need your FGCU username and password to access *Canvas*). Should you experience any problems with the *Canvas* system, please direct your inquiries to the *Canvas* Support: phone (239) 590-7100, or e-mail itsprt@fgcu.edu.

Term Schedule

Date	#	Topics / Cases	Book	Readings
1/6 – 1/12	1	- Introduction & Overview - Globalizing Business and Globalization in the 21st Century <i>Introduction Discussion Forum (see Canvas) & Team Formation</i> <i>Team: Submit Top 3 Choices for Global Business Topics Project</i>		Readings on Globalization in the 21 st Century
1/13 – 1/19	2	- Global Economic Pyramid and Global Demographic Forces - Reverse Innovation - Global Marketplaces and Business Centers <i>Case I: “GE Innovates from the Base of the Pyramid”</i>	1	Readings on Reverse Innovation
1/20 – 1/26	3	- Formal Institutions: Politics, Laws and Economics - Evaluating and Managing Political and Macroeconomic Risk Around the World <i>Case II: “Carlsberg Confronts Political Risk in Russia”</i>	2	Readings on Political Risk
1/27 – 2/2	4	- Global Financial and Monetary System - Global Economic and Financial Crisis & Implications of the Great Recession <i>Case III: “Bellini Do Brasil’s Foreign Exchange Challenges”</i>	7	Readings on the Great Recession
2/3 – 2/9	5	- Social Institutions: Cultural and Normative Institutions - Cultural and Contextual Intelligence - Managing Corporate Social Responsibility (CSR) Globally <i>Article Brief I: Cultural and Contextual Intelligence</i>	3, 15	Readings on Cultural and Contextual Intelligence
2/10 – 2/16	6	- Leveraging Resources and Capabilities in Global Markets - Strategizing, Structuring and Learning around the World <i>Case IV: “The Rise of Alibaba”</i>	4, 12	Readings on Global Strategy
2/17 – 2/23	7	Global Business Topic Project Week Submit Global Business Topics Project Progress Report		
2/24 – 3/1	8	Midterm Exam		
3/2 – 3/8	9	<i>Spring Break</i>		
3/9 – 3/15	10	- Entering Foreign Markets - Onshoring vs. Offshoring - Trading Internationally <i>Case V: “The China Trade Debate”</i>	10, 5	Readings on On- and Offshoring
3/16 – 3/22	11	- Investing Abroad Directly - Managing International Mergers, Acquisitions and Alliances <i>Case VI: “Emerging Acquirers from China and India”</i>	6, 11	Readings on International Mergers and Acquisitions
3/23 – 3/29	12	- International Human Resource Management - Dynamics of Global Business Teams <i>Article Brief II: Working Effectively in Global Teams</i>	13	Readings on Working Effectively in Global Teams
3/30 – 4/5	13	- Competing in Global Marketing and Supply Chain Management <i>Article Brief III: Global Marketing and Supply Chain Management</i>	14	Readings on Global Marketing and Supply Chain Management
4/6 – 4/12	14	- Globalizing the Entrepreneurial Firm <i>Case VII: “Boom in Busts: Good or Bad?”</i>	9	Readings on Global Entrepreneurship
4/13 – 4/19	15	- Global Business Topic Project Week		
4/20 – 4/26	16	- Global Business Topic Projects Due		Report and Presentation Slides due
4/28 – 5/1	17	Final Exam		