



**Georgetown University
School of Continuing Studies
Master of Professional Studies in Human Resources Management
Course Syllabus, Fall Semester, 2014**

Course: Multinational Business Policy and Geopolitics (MPHR-705-01)

Class time: Tuesdays - 8:00 p.m. - 10:30 p.m.

Location: 640 Mass Ave, Room C126

Instructor: Nicole Isaac

Office: Georgetown University School of Continuing Studies
640 Massachusetts Ave. N.W.
Washington, DC 20001

Office Hours: By Appointment

Contact Telephone: 202.386.7282

Email: ni60@georgetown.edu or nmi2001@columbia.edu

Course Description

This course focuses on the international environment of business and the strategic choices facing organizations engaged in international business operations. Topics include the structure and competitive dynamics of international industries, trade and trade theory, forms of transnational and multinational business, global competition and global strategies, balancing local demands and global integration, the role of culture and government in international business, international financial and currency markets, and management issues in multinational firms. Students will then be given the tools and strategies to connect global talent management and human resource practices and principles to each of these topics using the case study approach. Students will be asked to take a critical approach to Corporate Social Responsibility and its impact on business policy. We will have several guest speakers who are practicing these principles throughout their work. Finally, the course will help students make the nexus between geopolitics, multinational policy, and human resource decisions.

Course Objectives

As a result of full participation in this course, students will develop:

- An understanding of the international environment of business and the strategic policies facing multinational business organizations.
- An appreciation of the importance of geopolitics and cultural considerations in the multinational business policy context.
- A consistent application of ethical considerations in the multinational business policy context.
- A critical approach to Corporate Social Responsibility and its impact on multinational business policy.
- A conceptual framework to evaluate the fundamental cultural, economic, and political factors influencing the global expansion of multinational business and business policy.
- An understanding of presenting well-reasoned multinational human resource plans and proposals to executive leadership.
- A strategic integration of human resource practices and principles to the structure and competitive dynamics of multinational business policy.

Required Texts:

- International Business: Competing in the Global Marketplace (McGraw-Hill 2011) (Ninth Edition), by Charles W.L. Hill, ISBN: 978-0-07-802924-0; Buy New \$270.50, Buy Used \$203.00, Rent New \$162.30, Rent Used \$129.84
- Lessons Learned: Doing Business Globally: Straight Talk From the World's Top Business Leaders (Harvard Business School Press 2008), ISBN: 1422126471; Buy New \$9.95
- Publication Manual of the American Psychological Association, Sixth Edition; (Paperback) (Amer Psychological 2009), by American Psychology Association, ISBN: 1433805618; Buy New \$29.95, Buy Used \$22.50, Rent New \$20.97, Rent Used \$12.73
- Clash of Civilizations and the Remaking of World Order (Simon & Schuster 2011), by Samuel P. Huntington, August 2, 2011 | ISBN-10: 1451628978 | ISBN-13: 978-1451628975

Recommended Readings:

- Rational Optimist: How Prosperity Evolves (HarperCollins 2010), by Matt Ridley, ISBN: 006145205
- World Is Flat – A Brief History of the Twenty-First Century (Picador 2007), by Thomas L. Friedman, ISBN: 0374292795

Recommended Future Readings:

- Breakout Nations: In Pursuit of the Next Economic Miracles (W.W. Norton & Co., Inc. 2012), by Ruchir Sharma, ISBN: 978-0-393-08026-13
- Emerging Africa: How 17 Countries Are Leading the Way (Brookings Institution Press 2010), by Steven Radelet, ISBN: 978-1-933286-51-8
- Global Institutions of Religion: Ancient Movers, Modern Shakers (Routledge 2013), by Katherine Marshall, ISBN: 978-0-415-78045-2
- Group of Twenty (G20) (Routledge 2013), by Andrew F. Cooper, ISBN: 978-0-415-78089-6
- Growth Map: Economic Opportunity in the BRICs and Beyond (Penguin Group 2011), by Jim O'Neill, ISBN: 978-1-101-56563-6
- Just Business: Multinational Corporations and Human Rights (W.W. Norton & Co., Inc. 2013), by John Gerard Ruggie, ISBN: 978-0-393-06288-5
- No One's World: The West, The Rising Rest, and the Coming Global Turn (Oxford University Press 2012), by Charles A. Kupchan, ISBN: 9780199739394
- Origins of the Modern World: A Global and Ecological Narrative from the Fifteenth to the Twenty-First Century (Rowman & Littlefield Publishers, Inc. 2007), by Robert B. Marks, ISBN: 978-0-7425-5419-1
- Wisdom of Sustainability – Buddhist Economics for the 21st Century (Koa Books 2009), by Sulak Sivarakso, ISBN: 0982165614

Recommended Future Case Studies: MIT Sloan Management Case Studies Focusing on Multinational Business Policy

- MIT Sloan Management Case Study (09-039) CEMEX: Globalization “The CEMEX Way” Donald R. Lessard, Cate Reavis March 5, 2009 MIT Sloan Management Case Study (08-077)
- Nike Considered: Getting Traction on Sustainability Rebecca Henderson, Richard M. Locke, Christopher Lyddy, Cate Reavis January 21, 2009
- MIT Sloan Management Case Study (10-082); Pakistan: A Story of Technology, Entrepreneurs and Global Networks; Sameer Sabir, Tania Aidrus, Sarah Bird; February 17, 2010
- MIT Sloan Management Case Study (11-113) Srinivasan Services Trust: Combating Poverty with Entrepreneurship Shirley Xue Li, Jennifer Louise Tutak, Racheal Rutendo Chimbghandah, Marie No June 21, 2011
- MIT Sloan Management Case Study (09-075) What's Driving Porsche? 4 Rebecca Henderson, Cate Reavis

Assignments & Grading Distribution

Final 50% (in class, closed book final exam)

Midterm Exam 30% (in class, closed book midterm exam)

Assignments 20% (10% each) (two research papers due before midterm, 2,500 words)

Class Participation/Presentations (will be weighted appropriately).

Note:

Complete reading assignments prior to class and be prepared to discuss the assigned topics in an engaged and critical manner.

Class Participation: For this course, you are expected to participate in various instructional and skills development assignments. You are expected to participate in and complete all assignments according to the provided schedule. Your score can be raised/lowered based on your general level of participation in the course over the semester. Higher levels of quality participation will be assessed in terms of such factors as attendance, amount and quality of contribution to classroom discussions, leadership and/or involvement in exercises and activities presented in class, and civility with others (including the instructor). Participation scores can be lowered by in-class behaviors in which the student carries on conversations or engages in actions while others (including the instructor) are talking that disrupts the concentration and focus of the instructor and/or class members. Students will not be penalized for disagreements with the instructor or others when the dispute is based on substantive (content) interpretations or on questions of grading.

Grading:

A 100-95

A- 94-90

B+ 89-87

B 86-83

B- 82-80

C 79-70

F 69 and below

A 95 – 100%

Clearly stands out as excellent work. An “A” grade work could be used as a model for other students to emulate. Shows excellent grasp of subject matter and conceptual integration. The presentation shows excellent in-depth analytical thinking and an elegantly innovative application. It is very well written and organized. Additional input is provided, relevant to the subject, from outside sources or personal experience.

A- 90 – 94%

Represents high-quality performance. Shows excellent grasp of subject matter and conceptual integration. Shows a high level of thinking, analysis and application. It is very well written and organized. Additional input is provided, relevant to the subject, from outside sources or personal experience.

B+ 87 – 89%

Represents very good work. Shows thorough grasp of subject matter and effective application. Shows good thinking and analysis. It is well written and organized. Additional input is provided, relevant to the subject, from outside sources or personal experience.

B 83 – 86%

Represents satisfactory work. Shows adequate level of thinking and analysis. Standard of presentation, organization and appropriateness of application is adequate. Some level of additional input is provided.

B- 82 – 80%

Work is below graduate-level expectations, marginally passing. Presentation is rather general, superficial, or incomplete and not very well written. Indicates minimal level of individual thought or effort with inadequate attempts at application.

C 70-79%

Work is clearly unsatisfactory. It is poorly written and presented, shows poor analysis, misses important elements and lacks any noticeable attempts at application.

F 69% and below

Fails to meet minimum acceptable standards.

Policies and Procedures

Attendance: Students are expected at all meetings of the course. The SCS attendance policy is strictly adhered to. We do understand that from time to time, family, personal and or work emergencies may arise. In those circumstances, please contact your professor immediately. A student who misses more than two classes is subject to withdrawal from the class by Dean Metzler and a final grade of "F" in the course. Late arrivals of more than ten minutes after the start of class will count as one absence. Two late arrivals will count as two missed classes, and, could result in withdrawal from the class by Dean Metzler and a final grade of "F" in the course.

Use of Skype in the classroom is not permissible. Electronic devices (laptops, cell phones, iPads, etc.) in the classroom are to be used on a limited basis. At times, laptops will be required as part of classroom activities. Professors will notify students of this requirement in advance.

Late Papers: Except in rare circumstances, late papers are not accepted. In case of an emergency, this rule can be waived with appropriate documentation and cause. Requests for extensions must reach us no later than a week before the paper is due.

Incompletes

Incompletes are given in only the most extraordinary circumstances and with appropriate documentation. Where an incomplete is granted, a grade of "N" shall be granted until the work is handed in and, then, the grade shall be changed accordingly. In no case shall work submitted

after the announced date (date will be announced in class) be granted an incomplete. The work shall be delivered no later than 4 p.m. on that day. Failure to adhere to this rule will result in an F.

Citation System

Students must use APA style in all papers submitted in the course.

Academic Honesty

It is expected that all materials submitted as part of any class exercise and/or course requirement, in and out of class, is the actual work of the student whose name appears on the material. In addition, no assistance is to be obtained from commercial organizations that sell or lease research help or written papers.

Turnitin.com

Students agree that by taking this course all required papers may be subject to submission for Textual Similarity Review to Turnitin.com for detection of plagiarism. All submitted papers will be added as source documents in the Turnitin.com database solely for purpose of detecting plagiarism of such papers in the future. Use of the Turnitin.com service is subject to the terms of use agreement posted on the Turnitin.com site.

Students with Disabilities Policy

- Students with documented disabilities have the right to specific accommodations that do not fundamentally alter the nature of the course. Some accommodations might include note takers, books on tape, extended time on assignments, and interpreter services among others. Students must obtain an official letter from the Academic Resource Center listing the exact accommodations needed.
- Students with disabilities should contact the Academic Resource Center (ARC) (Leavey Center, Suite 335; 202-687-8354; arc@georgetown.edu; <http://ldss.georgetown.edu/index.cfm>) before the start of classes to allow their office time to review the documentation and make recommendations for appropriate accommodations. If accommodations are recommended, you will be given a letter from ARC to share with your professors. You are personally responsible for completing this process officially and in a timely manner. Neither accommodations nor exceptions to policies can be permitted to students who have not completed this process in advance.

Honor System

All students are expected to follow Georgetown's honor code unconditionally. If you have not done so, please read the honor code material located online at:

<http://gervaseprograms.georgetown.edu/honor/system/>

It is your responsibility to read and understand the university's honor code (see website above).

If you have any questions, please contact the professor or the appropriate university official.

CLASSROOM DISCUSSION AND ASSIGNMENTS SCHEDULE

<p>Week Reading Guide & Class Preparation Week 1 September 2 Globalization (Course introduction and overview; review of syllabus; student introductions; course expectations and grading system; discussion of assigned readings with focus on case studies/key principles, and class presentation assignments, including research paper assignments.)</p>	<p>Case Studies (found in International Business Textbook):</p> <ul style="list-style-type: none"> • Legal Outsourcing in India and the Philippines • Vizio and the South Korea, Taiwan, Japan and Mexico Operations • China’s Hisense – An Emerging Multinational • The Globalization of Starbucks in Asia and Europe • Chapter 1 of Hill Textbook • Clash of Civilizations (“CoC”) Chapters 1 and 2
<p>Week 2 September 9 Global Human Resource Management Case Studies (found in International Business Textbook):</p>	<ul style="list-style-type: none"> • MMC China’s Performance Management Challenge • Monsanto’s Repatriation Program • AstraZeneca and International Staffing • Royal Dutch Shell Expatriate Program • McDonald’s Global Compensation Practices • Chapter 19 of Hill Textbook • CoC Chapters 3 and 4
<p>Week 3 September 16 Ethics in International Business and The Role of Corporate Social Responsibility Case Studies (found in International Business Textbook): Guest Speaker</p>	<ul style="list-style-type: none"> • Working Conditions in a Chinese Factory • Knights Apparel and the Commitment to a Living Wage • Chapter 5 of Hill Textbook • CoC Chapter 8 on Human Rights
<p>Week 4 September 23 The Strategy of International Business Case Studies (found in International Business Textbook): 7</p>	<ul style="list-style-type: none"> • Avon Products’ International Strategy • The Evolving Strategy of IBM • Chapter 13 of Hill Textbook • 2,500 word paper (first assigned research paper) (focus on Globalization-student to develop and select topic based on Globalization.
<p>Week 5 September 30 The Organization of International Business Case Studies (found in International Business Textbook):</p>	<ul style="list-style-type: none"> • The Evolution of Organization at Philips • A Decade of Organization Change at Unilever

	<ul style="list-style-type: none"> • Chapter 14 of Hill Textbook
<p>Week 6 October 7 Global Trade -- International Trade Theory and The Political Economy of International Trade Case Studies (found in International Business Textbook): Guest Speaker</p>	<ul style="list-style-type: none"> • The Rise of India's Drug Industry U.S. Tire Imports from China • The Rise of Bangladesh's Textile Trade • The Global Financial Crisis and Protectionism • Chapters 6 and 7 of Hill Textbook
<p>Week 7 October 14 MID-TERM EXAM</p>	<p>MID-TERM EXAM</p>
<p>Week 8 October 21 Global Investment Environment – Foreign Direct Investment and Regional Economic Integration Case Studies (found in International Business Textbook):</p>	<ul style="list-style-type: none"> • Wal-Mart in Japan • FDI in China • Spain's Telefonica • Mexican Trucking Industry • Chapters 8 and 9 of Hill Textbook
<p>Week 9 October 28 Entry Strategy and Strategic Alliances Case Studies (found in International Business Textbook): Guest Speaker</p>	<ul style="list-style-type: none"> • General Motors in China • General Electric's Joint Ventures • The Jollibee Phenomenon – A • Philippine Multinational • Chapter 15 of Hill Textbook
<p>Week 10 November 4th Global Production, Outsourcing, and Logistics Global Marketing and R&D Case Studies (found in International Business Textbook):</p>	<ul style="list-style-type: none"> • Making the Amazon Kindle • The Rise of the Indian Automobile Industry • Ford's Marketing Goes Global Microsoft in India • Chapters 17 and 18 of Hill Textbook • 2,500 word paper (second assigned research) (focus on Corporate Social Responsibility-student to develop and select topic based on CSR)
<p>Week 11 November 11 National Differences in Political Economy Case Studies (found in International Business Textbook):</p>	<ul style="list-style-type: none"> • Poland's Economic Development – A • Focus on Central and Eastern Europe • Indonesia – Asia's Stumbling Giant • The BRICS Experience • Chapter 2 of Hill Textbook • CoC Chapter 5 on Asia
<p>Week 12 November 18</p>	<ul style="list-style-type: none"> • Egypt's Democracy

Political Economy and Economic Development Case Studies (found in International Business Textbook):	<ul style="list-style-type: none"> • China's Emerging Property Rights • India's Economic Transformation • Japan's Economic Malaise • Chapter 3 of Hill Textbook • CoC Chapters 8- 10 (this will be for the following week as well).
Week 13 November 25 Differences in Culture Case Studies (found in International Business Textbook):	<ul style="list-style-type: none"> • Culture and Business in Saudi Arabia • Islamic Capitalism in Turkey • Matsushita (Panasonic) and Japan's Changing Culture • Chapter 4 of Hill Textbook • CoC Chapters 8- 10
Week 14 December 2 Lessons Learned: Doing Business Globally	<ul style="list-style-type: none"> • Roundtable Discussion Focused on Global Human Resources Leadership • Lessons Learned: Doing Business • Globally: Straight Talk From the World's • Top Business Leaders (Harvard Business School Press 2008)
December 11 – December 19 Georgetown University Final Exam Period Final Exam Date TBA	

Syllabus

This syllabus is subject to modification. Each week listed includes assigned reading, subject to modification as class needs arise.

Assignments

Assignments listed in the syllabus are due at the beginning of class on the date listed in the syllabus. All assignments must be typed.

Grades

A student who wishes to appeal a grade should immediately consult with the professor. If dissatisfaction remains, the student should meet with Dean Metzler. Further appeals must be filed in adherence with the University Grievance Policy.

Exams

Can be made up only if the professor has received advance notice and explanation of the student's absence. If you are not aware of your absence until the date of the exam (e.g., illness), please send the professor an e-mail. You will also need to provide verification of the reason for the absence.

Students are expected to be present for all exams. This means that students must be present at the start of all in-class exams. Where a student arrives after the start of an exam, that exam will suffer an automatic one-letter grade deduction. This shall not apply when the student has been granted an accommodation in advance by the professor or where the professor determines that extraordinary circumstances require said lateness.

Students with Disabilities Policy

Students with documented disabilities have the right to specific accommodations that do not fundamentally alter the nature of the course. Some accommodations might include note takers, books on tape, extended time on assignments, and interpreter services among others. Students must obtain an official letter from the Academic Resource Center listing the exact accommodations needed.

Students with disabilities should contact the Academic Resource Center (Leavey Center, Suite 225; 202-687-8354; arc@georgetown.edu; <http://ldss.georgetown.edu/index.cfm>) before the start of classes to allow their office time to review the documentation and make recommendations for appropriate accommodations. If accommodations are recommended, you will be given a letter from ARC to share with your professors. You are personally responsible for completing this process officially and in a timely manner. Neither accommodations nor exceptions to policies can be permitted to students who have not completed this process in advance.

Honor System

All students are expected to follow Georgetown's honor code unconditionally. If you have not done so, please read the honor code material located online at: <http://gervaseprograms.georgetown.edu/honor/system/>

The Georgetown Honor Pledge

In pursuit of the high ideals and rigorous standards of academic life I commit myself to respect and to uphold the Georgetown University honor system; To live out a commitment to integrity in all my words and actions; To be honest in every academic endeavor; And to conduct myself honorably, as a responsible member of the Georgetown community as we live and work together; To live out the ideals of Georgetown University I commit myself to be a person for others in my daily life, respectful of difference and disagreement; To care for this venerable campus and all of those with whom I share it; And to fulfill in all ways the trust placed in me to carry on the Georgetown tradition.