



California State University, Sacramento

College of Business Administration

Singapore IMBA 241: Comparative International Management

This course is offered in an **ONLINE** learning format

Spring 2019 (Jan 2 ~ Jan 31, 2019)

* **DISCLAIMER:** This syllabus and the schedule of readings, assignments, and activities may be changed by the instructor in order to maximize student learning needs and meet the objectives of the course

I. INSTRUCTOR INFORMATION

Professor: Dr. Joseph VanVo

Contact Information: Office TAH 2117. Email: joseph.vanvo@csus.edu
[contact via email only]

Email access is essential in communicating with the professor and your peers – Be sure to use normal Sac State University email when emailing the professor (no other means accepted).

Office Hours: Face-to-face meetings via my Zoom URL at <https://csus.zoom.us/j/3667983916> during the following times (see below) or by appointment:

[Note that Singapore is currently 16 hours ahead of California]

| Date | ZOOM Time (All are Singapore Dates & Times) | Topic |
|-------------------|--|------------------------|
| Jan 2 (Wed) | 9:00am ~ 10:45am | Course Introduction |
| Jan 5 (Saturday) | 9:00am ~ 10:45am | WK 1 Discussion |
| Jan 12 (Saturday) | 9:00am ~ 10:45am | WK 2 Discussion |
| Jan 19 (Saturday) | 9:00am ~ 10:45am | WK 3 Discussion |
| Jan 26 (Saturday) | 9:00am ~ 10:45am | Wrap-Up: Ending Jan 31 |

II. ACADEMIC LEARNING RESOURCES

Textbook:

1. Luthans & Doh (2018). *International Management: Culture, Strategy, and Behavior* (10th edition). New York, NY: McGraw-Hill. ISBN: 978 1 259 70507 6

Also:

2. Additional Research Materials on page 7 of this syllabus

Textbook is required. It is intended to supplement class lectures/class materials and also for self-learning. However, many topics discussed in lectures are outside the textbook coverage. It is neither assumed nor guaranteed that one can do well in exams by just reading the book.

III. BUSINESS CONCEPTS



California State University, Sacramento

College of Business Administration

Business concepts that reflect primarily (1) a global perspective in dealing with management issues in both foreign and diverse host environments, (2) the influences that global management have in all business transactions and development outcomes, and (3) secondarily at the individual, group, and community levels. Subject business concepts are shown in the Keyword Section below.

Keywords: comparative international management, cross-culture management, global strategy / behavior / environment, regions, countries.

IV. INSTRUCTIONAL DESIGN

Course Description:

Takes a global perspective in dealing with management issues in both foreign and diverse host environments. Communication and cross-cultural management issues are addressed in the context of changing global environments, especially in rapidly growing regions and countries.

Prerequisite: IMBA 216 or Professor's Approval

Course Rationale/Course Overview:

To provide the student with an understanding of comparative international management issues at a level of competency and sophistication appropriate for a graduate student.

Course Learning Objectives:

After studying this course, students should be able to:

- provide a theoretical and practical framework for understanding and appreciating the role of comparative international management research and managerial decision making in organization;
- familiarize students with essentials management research theories, applications and real life outcomes;
- help students to articulate implications of these theories for the individual and organization development;
- assist students to link these management theories and research to real workplace related issues and articulate an understanding of the complexity involved in decision making;
- provide students with the tools to begin designing global management research process & proposal, research data collection & analyses leading to sound research findings;
- introduce the informational management foundation upon which other courses in the curriculum will stand; and
- analyze management research case studies from leading multinational companies.

V. CBA PROGRAM-LEVEL LEARNING GOALS

Goal 1 Fundamental Business Knowledge

Competence based on fundamental business knowledge.

- 1.1 Demonstrate understanding of fundamental business theories, concepts, and skills.
- 1.2 Ability to analyze business information in performing business related tasks.



California State University, Sacramento

College of Business Administration

Goal 2 Integrative Business Competence

Business competence integrated with other business knowledge areas and ethical responsibility.

- 2.1 Ability to identify factors contributing to a managerial problem from a variety of business perspectives.
- 2.2 Enumerate the costs and benefits that potential solutions will have on the interdependent stakeholders of a firm.

Goal 3 Effective Business Communication

Business communication utilizing contemporary and classic communication techniques and methods.

- 3.1 Convey information in a variety of business settings.
- 3.2 Evaluate the efficacy of business communications.

Goal 4 Applied Business Capability

Ability to translate knowledge of business and management into practice.

- 4.1 Create effective business solutions that are both ethically sound and socially responsible.
- 4.2 Generate innovative and effective solutions for problem solving and decision making.

VI. PROGRAM AND COURSE LEVEL ASSESSMENT OF LEARNING

| Program Learning Goals | IMBA 241 Student Learning Outcomes | Assessment Strategy | Direct Assessment Measure |
|-------------------------------|---|---|--|
| 1.2 | Ability to analyze business information in performing business related tasks. | Chapter summary review, textbook cases & real life hands-on projects; APA formatted analysis reports on individual journals and team business plans; final exam, and individual + team presentations. | Individual & Team Scoring – established criteria, guidelines, and requirements as spelled out in various sections of the syllabus. |
| 2.1 | Ability to identify factors contributing to a managerial problem from a variety of business perspectives. | SAME | SAME |
| 3.1 | Convey information in a variety of business settings. | SAME | SAME |
| 4.2 | Generate innovative and effective solutions for problem solving and decision making. | SAME | SAME |



California State University, Sacramento

College of Business Administration

VII. GRADING CRITERIA, GUIDELINES, AND ASSIGNMENTS

Structure of the Course: This online course relies heavily on discussion. Although I will introduce you to frameworks and concepts through lectures, most of our classes will require your active participation. In order to develop your analytical and problem solving skills, and to assure that you understand when and how to use the course frameworks, you must not only apply the concepts, you also need to share your analyses with others. Only this kind of conversation can generate the depth and breadth of understanding needed to appreciate these tools!

Grading Guidelines

Your final grade will be evaluated based on the following points allocation:

| Evaluation Items | Points | Your sum total of |
|--|-------------|----------------------------|
| No Midterm Exams as <u>Emphasis</u> is Hands-on Applications | N/A | |
| Individual SYMLOG Perception Analysis & Presentation | 50 | |
| Individual Journal APA Formatted Paper & Presentation | 75 | |
| Team Chapter Case Study Analysis & Presentation | 50 | |
| Team Project (PPoint presentation @ 20% + Milestone 1 APA formatted paper @ 30% + Milestone 2 APA formatted final report @ 50% = 100% -- One <u>single</u> grade assigned for the whole project) | 100 | |
| Final Exam: Comprehensive & Practical with Short Essays | 150 | |
| Online Class Participation (attendance + participation + attitude) | 25 | |
| Total Graded Points* (* Excluding Potential <u>Minus</u> Points due to Individual Peer Evaluations) | 450* | |

points awarded out of **450** points will be converted to an overall percentage measure that will be used for letter grade assignment as shown below:

Grade Calculation: Standard grading policy is:

If your overall percentage
is within:
90% to 100%

Your likely grade
will be:
= A- (90% up), A (94% up)



SACRAMENTO
STATE

California State University, Sacramento

College of Business Administration

80% up to 90%

70% up to 80%

Below 70%

= B- (80% up), B (84% up), B+ (87% up)

= C- (70% up), C (74% up), C+ (77% up)

= D- (60% up), D (64% up), D+ (67% up)

NOTE: Your scores and letter grades are strictly calculated based on the above formulas – No rounding up! Therefore, take advantage of **ALL** available points & extra credits given in class as student's request for scores/letter grades rounded up for higher final course grade will **NOT** be considered!

INDIVIDUAL & TEAM ASSIGNMENTS

+ **FIRST Face-to-Face Meeting:** See page 1 for more details

- Jan. 2, 2019

+ **Presentation Dates:**

- Jan 5, 2019
- Jan 12
- Jan 19
- Jan 26

A. Individual SYMLOG for Success: (1) Will be trained on Harvard University's Dr. Bales SYMLOG models, concepts and tools used to understand self & others through positive perception, and to develop group cohesiveness; (2) Submit a 2-page minimum write-up (free style), by Jan. 07, 2019 on individual SYMLOG analysis of yourself referencing your own "perceived" perception and the perception that other people (those who've known you best such as family members, close friends, close business associates, or networked clients) have thought of you; and (3) Informal Individual SYMLOG presentations as scheduled on Jan. 12 at 10 minutes each.

B. Individual Journal Paper: (1) Select an article that relates to the Comparative International Management issue(s) in the textbook; then email the professor no later than Jan. 07 for approval; and (2) Subsequently on Jan. 19: (i) submit a well written paper having minimum 15 pages, APA formatted writing style, and (ii) present your journal article using PowerPoint within 10 minute timeframe – followed by Q's & A's.

Teams (2 students/team) are formed during the FIRST face-to-face meeting on Jan. 2, 2019 (p. 1):

C. Team Textbook Case: (1) Read the assigned case thoroughly; (2) Present your analysis: (i) summary of the case background with statement of problems/purposes, and (ii) explore your options leading to recommendations or answers given to the case questions/problems; and (3) Scheduled PowerPoint presentations on Jan. 5, 12 & 19 (Assigned individual teams at the FIRST face-to-face meeting) of the case from start to finish should not take more than 10 minutes of class time – followed by Q's & A's.



California State University, Sacramento

College of Business Administration

D. Team Project: Impact Consultation

Each team is tasked with selecting 3 REAL global management issues which belong to YOUR organization or another organization that member(s) of the team have knowledge or experience – in other words, need REAL organization with REAL comparative international management issues*. This team project has two deliverable milestones: **(i)** Milestone 1*, and **(ii)** Milestone 2*. Milestone 2 is an extension of milestone 1 with completely detailed outcomes to finalize the project. (* see below details)

Team's selected global issues will be approved by the professor on first come first served basis, and must be submitted no later than Jan. 12, 2019.

*Milestone 1 paper (15-page minimum, APA formatted) is due on Jan. 19. You will receive written feedback, and based on my feedback you should revise the write-up appropriately in preparation for Milestone 2.

*Milestone 2 paper combines the revised Milestone 1 with the rest of the project components (30-page minimum, APA formatted) to be turned in on Jan. 26 (along with the team's individual peer evaluations: see page 6); the team impact consulting project presentation using PowerPoint, is also presented on this Jan. 26, from start to finish should not take more than 20 minutes of class time - 15' presentation + 5' class Q's & A's.

Note the presentation tips below:

Presentation Tips ← Critically important hints to assure good grading ← PRACTICE!

- Speak forcefully to your audience
- DO NOT read from your notes or computer screen: It's OK to occasionally refer to your notes
- Smooth transition between/among team members
- Be sure to stay within your assigned time frame
- Practice!
- Team's individual presentation scores are different among members and thereby result in different team's scores individually!

*** Details on Team Impact Consulting Project Paper (Milestones 1 & 2)**

1. **Select** three (3) comparative international management issues which belong to your organization or another organization that members of the team have knowledge/experience/expertise. Your team comparative international management issues must reflect the globalization issues/problems/opportunities in the textbook.
2. **Outline** of the Impact Consulting Proposal:
 - a. Organization identification



California State University, Sacramento

College of Business Administration

- ✚ Introduction & background
- ✚ Scope of business or service
- b. Comparative international management issues identification
 - ✚ Issue 1: Historical & current details
 - ✚ Issue 2: -----same-----
 - ✚ Issue 3: -----same-----
- c. Analyses of comparative international management issues
 - ✚ Issue 1: Analysis of this issue based on the related concepts/theories from the textbooks or class lectures
 - ✚ Issue 2: -----same-----
 - ✚ Issue 3: -----same-----
- d. Proposed recommendations with plan for corrective actions

3. **Milestone 1** covers above item **1** and **2a & 2b** (see also above Section VII.D on p.5)
4. **Milestone 2** covers **all** of above items and is an extension of milestone 1 (Section VII.D)

C. Peer Evaluation (only 1 individual peer evaluation is needed for all team assignments)

Each team member is required to complete a professionally honest peer evaluation survey by rating each member's contribution – including yours -- toward the team's work **using the below Peer Evaluation Form**. Individual grades, therefore, will be adjusted accordingly based on the peer evaluation results.

This **confidential** peer survey will be administered individually by each team member and submitted to the professor along with the milestone 2 team project paper on 1/26/2019 – No last minutes hand-written Peer Evaluation will be accepted – in other words, peer evaluations must be carefully thought out, typed and printed out for submission.

PEER EVALUATION FORM

(Your final course grade may be affected by your peer evaluations on your team participation)
Assess each team member including yourself on a scale from 0 to 10 points

Name _____ Team _____ Course _____ Spring 2018

| 0-3 Very Poor | 4-5 Poor | 6-7 Average | 8-9 Above Average | 10 Excellent | Comment |
|------------------|-------------|----------------|----------------------|-----------------|---------|
| | Student A | | | | iiiiii |
| | | Student B | | | zyxz |
| | | | Student C | | yxzy |
| | | | | Student D | xyzx |



SACRAMENTO
STATE

California State University, Sacramento

College of Business Administration

D. **Final Exam:** Comprehensive & practical with short essay typed questions to be taken on 1/31/2019.

ADDITIONAL RESEARCH MATERIALS

Youtube Materials

Some of the following YOUTUBE's will be discussed online; however, you are **expected to view them all** for subjects related assignments and exam:

- ✚ Ford teams with DHL to manufacture EV (converting 90,000 fleets to EV) https://www.youtube.com/watch?v=3wGrTJ_czvw
- ✚ Disruptive Innovation by Clayton Christensen https://www.youtube.com/watch?v=3q_33CKI9y8
- ✚ China leaving US behind on Green Energy Jobs https://youtu.be/cD0c-AIO_i4
- ✚ Ecological Issue <https://www.youtube.com/watch?v=4gI8wYaXua4>
- ✚ Steven Chu, Energy <https://www.youtube.com/watch?v=r8avu8dH3zs>
- ✚ The Story of Solutions (2013, video) <https://www.youtube.com/watch?v=cpkRvc-sOKk>
- ✚ Vegetable Plant <https://youtu.be/RQwSZa-1hQ8>
- ✚ Walmart <https://www.youtube.com/watch?v=XxC0TOFSIdU;>
<https://www.youtube.com/watch?v=qhNvWu4jRvg>
- ✚ Raworth, K. (2014, TEDx Talk). Why it's Time for 'Doughnut Economics'
<https://www.youtube.com/watch?v=1BHOfIzXPjI>
- ✚ Going Abroad and Economic Sustainability <https://www.youtube.com/watch?v=NPDHfqpEVD4>
- ✚ Sustainable Trade (Vietnam) <https://www.youtube.com/watch?v=J8CI86L11GQ>
- ✚ Wealth from waste: Documentary on how business is creating a circular economics
<https://www.youtube.com/watch?v=VJ95arxbz24>
- ✚ Callie Babbitt (2017, TED video). What ecology can teach us about sustainable design
<https://www.youtube.com/watch?v=S3U85jaPA-8>

VIII. SACRAMENTO STATE ACADEMIC HONESTY POLICY AND REGULATIONS

Review "Definitions of Academic Dishonesty" @ <http://www.csus.edu/manual/student/STU-0100.htm>

If caught cheating and/or plagiarism as stated below, a grade of F is given + pending further university's disciplinary actions!

Cheating. At Sacramento State, cheating is the act of obtaining or attempting to obtain credit for academic work through the use of any dishonest, deceptive, or fraudulent means.

Plagiarism. Plagiarism, as a form of cheating, is the use of distinctive ideas or works belonging to another person without providing adequate acknowledgement of that person's contribution. Regardless of the means of appropriation, incorporation of another's work into one's own requires adequate identification and acknowledgement. Plagiarism is doubly unethical because it deprives the author of rightful credit and gives credit to someone who has not earned it.

IX. ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES



California State University, Sacramento

College of Business Administration

Services to Students with Disabilities (SSWD) @ <http://www.csus.edu/sswd/> offers a wide range of support services and accommodations for students in order to ensure students with disabilities have equal access and opportunity to pursue their educational goals.

X. ATTENDANCE & MAKE-UP

Attendance Policy: Attendance is critical to understand the course materials, assignments, exchanged discussions among peers, and especially lectures from the professor.

Late and Make-up Policy: The general policy for this course is to require completion of all assignments as specified in the course syllabus. If you have an emergency or other extenuating circumstances that will affect your ability to turn in an assignment or complete an exam, please contact me as soon as possible to discuss.

PRACTITIONER PROFESSOR'S BIO

Joseph VanVo, PDB, I/O PsyD, MBA, MA

Dr. VanVo's executive bio is summarized below:

- ✓ Currently, (1) **Vice President & Managing Partner** of PCG Commercial Group having built, developed, invested & financed both commercial & residential real estates in the U.S. and Pacific Rim countries; and (2) **Adj Professor, MBA Program Advisor** (Fall'17), **Business Honors (BHON) Advisor** (Spring'18), and **dual member of the Faculty Senate's Academic Policies Committee** (2017-2020) and **Re-admission Subcommittee** (2017-2018) at CSU Sacramento.
- ✓ Also, an active **International Industrial & Organizational Consultant** since 1996 with interests in global business & management, sales & marketing; cross-cultural organizational development (OD) & organizational behavior (OB); new product development & turn key project management; product quality, operational efficiencies & customer services; new industrial & commercial construction project management & financing; HR selection-training-development, and leadership & team building.
- ✓ Formerly **Chair of the Doctor of Business Administration (DBA) & Doctor of Education – Leadership (EdD)** at Argosy University Los Angeles & Orange County; and subsequently **Dean of the College of Business & Information Technology** at Argosy University. Dr. VanVo has taught undergraduate, graduate & doctorate levels at California State University Long Beach, Argosy University, University of Phoenix, Webster University and the Los Angeles Sheriff's Department (LASD); and, internationally, at universities in Australia, Republic of China, Thailand and Vietnam.



California State University, Sacramento

College of Business Administration

- ✓ **Founded/co-founded/owned** several businesses – Apex Educational Institute, Aim Realty & Brokerage, Aim Mail Center, College of Medical Arts, and JMV & Associates; and had also been in **executive management leadership** at USG Corporation (a U.S. Fortune 500) and its USG International Pacific Rim Subsidiary, and with Epic Solutions Incorporated as President of International Development.
- ✓ A graduate of the University of Florida **AACSB Accredited Post-Doctoral Bridge to Business Program (PDB) in Accounting & Finance Certification**, U.S. International University/Alliant International University (**I/O PsyD & MA**) and National University (**MBA**); **post graduate in Executive Management** (USG/Kellogg School of Business) at Northwestern University, and **post-doctoral research** on **SYMLOG** with Dr. Robert Bales of Harvard University.
- ✓ **Current research & publication interests:** (1) Application of accounting & finance into the measurement of human resources in global organization: Human Resource Accounting (HRA) Financial Statement; (2) Human Resource Management to Human Resource Analytics; and (3) Finance: (i) EB-5 overseas investment in U.S. commercial development & job creation, and (ii) Real estate financing.