

Business 461

Global Business Management: Mexico and Other Emerging Markets

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Prerequisites: ENL 111 or 112 or HON 111 and BUS 242 or 200; BUS 362 recommended. This course counts towards the International Business major at Augsburg College (in lieu of BUS 465 International Management).

Required Texts and Readings

1. Becker, Thomas H. *Doing Business in the New Latin America: Keys to Profit in America's Next-Door Markets, 2nd edition*. Praeger, 2010. ISBN-10: 0313383812 ISBN-13: 978-031338381
2. Ciravogna, Luciano, Robert Fitzgerald, and Sumit Kundu. *Operating Emerging Markets: A Guide to Management and Strategy in the New International Economy*. FT Press, 2013. ISBN-10: 0132983389 ISBN-13: 978-0132983389

You will also be given a supplementary reading packet with articles and chapters from other books, including Lawrence W. Tuller's *An American's Guide to Doing Business in Latin America* (Avon, MA: Adams Media, 2008).

Course Description

As more and more businesses "go global" – i.e., transcend national boundaries and engage customers, employees, and/or investors from different cultures, international management responsibilities have increased and become the norm. As a result, it is necessary for business managers to develop an understanding of the influence of culture on management processes.

Mexico, the United States' third largest trading partner, will be the focus of this course. In order to understand the context of international businesses in this region, an integral part of the course will be an overview of Mexican and Latin American history, culture, politics and economics. We will then discuss important issues in intercultural communication and cross-cultural competencies to be taken into consideration when conducting international business, providing local examples.

In this course, students will learn about international management processes; cross-national ethics and social responsibility; the international planning process; organizing international enterprises; international staffing; cross-cultural communication, business practices, and negotiations; cross-cultural decision-making, leadership, and motivation; and issues in international control, such as headquarters-foreign subsidiary control relationships.

Learning Objectives/Outcomes

By the end of the semester, students should be able to:

1. Define culture and explain key theories regarding cross-cultural management, including Hofstede's cultural dimensions model.
2. Articulate the nature of national culture and the impact of cultural similarities and differences on international business management.
3. Identify some of the opportunities and challenges faced by international business managers in Mexico and other emerging markets, given the historical, political, economic, and cultural contexts of such countries.
4. Develop your cross-cultural competencies.

5. Understand key elements of the international planning process, including analysis of the domestic, international, and foreign environment.
6. Understand key elements in international staffing.
7. Understand cross-cultural differences in decision making, leadership, and motivation.
8. Understand key ethical issues and discuss the importance of personal and organizational values in international business management within the context of the global marketplace.
9. Use your critical thinking skills systemically and strategically to analyze international business management issues.

Potential Guest Speakers and Site Visits

- Engage in an exchange with business students at UPEMOR university.
- Visit at least one maquiladora (assembly plant) and talk with the managers and workers about international business.
- Meet with Mexican businessman Andrés Santos and talk with him about U.S.-Mexico trade relations.
- Discuss ethical issues and corporate social responsibility with international business managers, including a Partner of Enterprising Solutions Global Consulting, an international firm that works in the area of development finance and corporate social responsibility.
- Visit the Coca Cola plant in Cuernavaca and discuss their corporate social responsibility policies.
- Meet with the President of the State of Morelos Women's Business Association about the challenges women managers face in Mexico.
- Talk with economic officers at the U.S. Embassy about U.S.-Mexico relations and the impact of NAFTA.
- Visit Boing, a Mexican worker-owned company, and discuss the challenges of running a socially responsible business with the management (during trip to Mexico City).
- Visit the Mexican Stock Market (during trip to Mexico City).
- Visit businesses in an indigenous village and talk with members of the land council about cultural and ethical issues related to doing business in an indigenous community.
- Talk with diverse groups of people about the impact of globalization and their understandings of global corporate citizenship.

Course Requirements (100%)

1. **Class Participation (15%):** Effective class participation includes not only regular attendance but also active participation in class sessions involving guest lectures, other experiential activities, and internal class sessions. Please note that class participation is required for a passing grade. Because participation is essential to the learning process, if you miss class activities for any reason, you must speak to the instructors prior to class and make arrangements to complete a short assignment. Unexcused absences will affect your class participation grade. Absences due to religious holidays and illness are considered excused absences. However, you still must inform the instructors of such absences in advance and talk to us about how to make up the missed session/s. You are also responsible for obtaining notes, handouts, and announcements from other students if they arrive late to class or miss a class session. Absences for personal travel or visits from family or friends are not excused absences. Your class participation grade includes
 - Active Participation in Class Sessions Involving Guest Speakers and/or Excursions (5%) This includes engaging in informed dialogue with speakers, asking probing questions related to required readings or other speakers, and sharing their own thoughts and experiences, as appropriate. Although you will receive a grade on this that is separate from your class participation, you will be expected to take notes on all guest speakers and excursions for your own use in writing papers and exam questions and for use in internal class discussions.
 - Active Participation in In-House Class Sessions (5%) Students will be expected to demonstrate their comprehension of assigned readings by participating in class discussions, debates, role plays, in-class

writing exercises, short oral presentations on assigned readings, and/or completing other assignments in class that will not receive a specific grade but are considered part of class participation. Failure to come prepared to class by completing required readings in advance will seriously affect your class participation grade.

- “Cultural Issues” Lab Group (5%): The “lab group” is a discussion forum in which you will meet regularly with other students and the T.A. to maximize what you are learning in class by discussing what you are learning about Mexican culture not only within the classroom but through your homestays, internships, and other experiences in the country. Active participation in the lab group includes planning and facilitating (or co-facilitating) a lab group session in coordination with the T.A. You will sign up near the beginning of the semester. At least 48 hours prior to the lab group session, you must submit a short proposal that outlines the topic(s) you plan to address and the specific lab group objectives you will fulfill. You will then meet with your T.A. to discuss the proposal and plans for the session. At the time of the session, you must submit a one-page outline.
2. **International Management Blog and Photo-Essay (10%):** Over the course of the semester, you will be expected to create two blog entries and respond to at least two written by others students in your group. The purpose of this blog is to develop a weekly photo essay and public journal reflecting what you are learning about international management throughout the semester so that you can share some of what you are learning with family and friends back home. See separate handout for detailed instructions, ethical guidelines, and grading criteria. During the first week of the semester, you will be given a sign-up for the weeks that you will submit your blog entries and comments. Blog entries and comments are due on Mondays following the week for which you sign up.
 3. **Quizzes (25%):** You will complete five short quizzes demonstrating your mastery of key concepts for the course. (See weekly schedule before for deadlines.)
 4. **Case Studies (10%):** All students will complete 4 case studies regarding international management issues. See weekly schedule before for deadlines.)
 5. **Papers (25%):** Students will write two papers about cross-cultural business management, drawing on examples from required readings, guest lectures, and excursions in Mexico. Each paper is worth 10% of the total grade.
 - Paper #1 on importance of knowing a country and/or region’s history for doing business in Latin America (due at start of class). This should be 6-7 pages long and is worth 10% of the grade.
 - Paper #2 on cross-cultural communication in business management with examples. This should be 8-10 pages long and is worth 15% of the grade.
 6. **Research Paper and Oral Presentation on Profitable Global Corporate Citizenship: Doing Well and Doing Good (15%)** Near the end of semester, you will conduct independent research on an issue related to the topic of profitable global corporate citizenship. All topics must be approved by the course instructors. You will then write a 8-10 page paper and present an oral presentation on your research findings. The paper is worth 10% of the final grade, and the oral presentation is worth 5%.

Additional Comments

Explanation of Grades

Augsburg College uses a numerical grading system using the following definitions:

Number	Letter Equivalent	Percentage	Augsburg Definition
4.0	A	93-100%	Achieves highest standards of excellence
3.5	A-/B+	88-92%	
3.0	B	83-87%	Achieves above basic course standards
2.5	B-/C+	78-82%	
2.0	C	73-77%	Meets basic standards for the course
1.5	C-/D+	68-72%	
1.0	D	63-67%	Performance below basic course standards
0.5	D-	60-62%	
0.0	F	Under 60%	Unacceptable performance (no credit for the course)

A "Pass" grade is 2.0 or above.

Grading Policy and Late Assignments

You must submit assignments on time. If you need an extension, you must talk to us **in advance** to negotiate a new deadline. If you have not been given an extension in advance and you turn in a late assignment, you will be docked half a grade (from a 4.0 to a 3.5 or 3.5 to a 3.0, 3.0 to a 2.5, 2.5 to a 2.0, etc.) If you are more than one week late, you will be docked a full grade. No assignments will be accepted more than two weeks after the original deadline; a "0" will be given after that. Assignments due near the end of the semester will not be accepted after the last day of the semester.

Augsburg Honesty Policy

You are expected to follow the Augsburg Honesty Policy which is printed in the program manual. We assume that you have read the honesty policy, understand it, and are following it. Except when the assignment expressly encourages group work, it is assumed that all course work will be your own. You may not copy other students' work. The first occurrence of plagiarism will result in the failure of the assignment. A student who commits plagiarism a second time will fail the course.

Students' Rights and Responsibilities

Students with formally diagnosed learning or physical differences have legal rights to course modifications. Those who qualify should identify themselves to the instructor as soon as possible in order to obtain extra assistance.