



Boston University Questrom School of Business

SI475 – Global Management Experience

Gregory Stoller

I. Course Administrative Details

- **Instructor:** Gregory Stoller, Room 644, gstoller@bu.edu, 617-358-1710, <https://www.linkedin.com/in/greg-stoller-11361a/>
- **Program Coordinator:** Robyn Johnson, Suite 102, robynj@bu.edu, <https://www.linkedin.com/in/robynjohnson91/>
- **Office hours:** Fridays 9:00am – 10:00am (but please confirm beforehand to avoid double bookings)
- **Pre-requisites:** Junior standing
- **Course times:** Wednesdays 7:30pm – 10:15pm, HAR Room 408, 4 credits

II. Course Overview

II.1. Course Description & Learning Goals

- After completing this course students will be able to:
 - Use US databases to evaluate the likely success of various business models in other competitive environments.
 - Integrate social and political elements into an industry and strategic analysis.
 - Identify the risks associated with global manufacturing and outsourcing and propose strategies to mitigate those risks.
 - Compare and contrast how firm capital raising process, equity markets and exit strategies differ across countries.
 - Evaluate how differing currency controls and exchange rates affect local and international commerce.
 - Compare the perception of Intellectual Property rights in different countries, especially compared with the US system.
 - Compare how an "intellectual arc" varies across cultures in terms of bringing entrepreneurial ideas from concept to fruition in different countries and their role in the global value and distribution chain.
 - Analyze why and how culture affects the manner in which business is done locally and internationally.
- BU Hub Learning Outcomes:
 - Upon completion of this course, you will earn a Hub unit in Global Citizenship and Intercultural Literacy (GCI).
 - As part of the Hub GCI learning outcomes, through this course students will demonstrate, through comparative analysis, an understanding of global diversity by studying two different cultures and multiple business approaches through the different company analyzes and visits we will complete. As an additional GCI learning outcome, SI475 students will receive direct exposure to at least two cultural contexts through interaction with the company executives, and then be able to reflect on the challenges of orienting themselves both business and culturally in these new and unfamiliar cultures.

II.2. Course Structure & Pedagogy

- The Global Management Experience involves analytical work during the first half of the spring semester on campus and culminates with a trip to Asia during Spring Break. Each year the countries and cities are changed. Pre-travel course work includes exploration of economic, governmental, and social factors that affect the conduct of business, and ethics, in a variety of industries and contexts. The trip involves visiting business executives, government leaders and entrepreneurs, observing first-hand the application of management principles and strategies in the global arena. We also hope to meet socially with BU alumni in both cities.
- In today's evolving global economy, managers must consider all the ways in which the global business environment differs from the domestic environment. We also intend this course for non-Questrom students in International Relations, Economics, Hospitality, or other fields.
- After the class concludes you'll be able to apply global strategic management concepts to other courses based on field learning experiences. For example, this includes applying case study analysis and secondary data to recommend how companies should adapt their strategies and practices across cultural contexts and developing integrated perspectives through direct investigation of a real-world challenge in a global context across Organization, Functional area, Industry and Culture. Additionally, you will improve skills to analyze the business models of firms and industries in other parts of the world leveraging international data, and can employ frameworks and tools to complex, multi-dimensional, multi-stakeholder management problems both in-class and while overseas. Finally, we will provide a cycle of learning that involves learning by thinking, doing, and reflecting, and aim to sharpen students' global strategic thinking abilities and instincts, while also determining why ROI expectations might differ in investment funds outside of the US.

II.3. Diversity & Inclusion Statement

- I invite you to share your personal experiences and perspective related to the course content. If there are topics or conversations that you feel would benefit from incorporation of social context, a differing perspective, or Questrom's Office of Diversity & Inclusion, please inform me and I will explore resources and opportunities for us to engage a wide variety of perspectives in our classroom.

II.4. Course Materials:

- There is one required purchase of the course copy-packet at the Susilo Business Center on the 1st floor of the Hariri Building at 595 Commonwealth Avenue (i.e., where Questrom is located).

III. Course Policies

III.1. Attendance Policy

- Students are expected to attend all sessions and participate on a regular basis. Absence from two or more prep sessions can result in a failing grade for this course. If you have to miss class for any reason, please notify me in advance.

III.2 Academic accommodations for students with special needs:

- In keeping with University policy, any student with a disability who needs or thinks they need academic accommodations must call the Office of Disability Services at 617-353-3658 or stop by 19 Deerfield Street to arrange a confidential appointment with a Disability Services staff member. Accommodation letters must be delivered to your instructor in a timely fashion (not later than two weeks before any major examination). Please note that accommodations will not be delivered absent an official letter of accommodation.

III.3. Academic Integrity Policy

- The objective of Boston University in enforcing academic rules is to promote a community atmosphere in which learning can best take place. Such an atmosphere can be maintained only so long as every student believes that his or her academic competence is being judged fairly and that he or she will not be put at a disadvantage because of someone else's dishonesty.
- Academic misconduct is conduct by which a student misrepresents his or her academic accomplishments or impedes other students' opportunities of being judged fairly for their academic work. Knowingly allowing others to represent your work as their own is as serious an offense as submitting another's work as your own.
- The full Academic Conduct Code can be found at: www.bu.edu/academics/policies/academic-conduct-code/

III.4. Sexual Misconduct/Title IX Policy

- The Questrom School of Business is committed to fostering a safe learning environment for all members of its community and preventing sexual misconduct. All forms of sexual misconduct, including rape, acquaintance rape, sexual assault, domestic and dating violence, stalking, and sexual harassment are violations of Boston University's policies, whether they happen on campus or off campus.
- Title IX of the Education Amendments of 1972 is a federal civil rights law that prohibits sex-based discrimination in federally funded education programs and activities. This law makes it clear that violence and harassment based on sex and gender is a Civil Rights offense subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories such as race, national origin, etc. If you or someone you know has been harassed or assaulted, you can find the appropriate resources at <http://www.bu.edu/safety/sexual-misconduct/>

IV. Course Evaluation & Expectations

IV.1. Structure of the Class and Logistical Details

- There will be six mandatory pre-trip prep sessions. Sessions will run for 2 hours and 45 minutes, and then a two-session wrap up after the Field Study.
- The travel dates for this course are Friday March 3rd through Sunday March 12th, 2023. Please remember that itinerary changes for individual students are not possible and frequent flier miles or other travel benefits cannot be used for the travel portion of the class.
- Final costs for Global Management Experience are still being negotiated; however, we estimate that the total cost will be \$3,400 including airfare, all airport-hotel transfers, daily breakfast, quality accommodations (based upon double occupancy) and motor coach (but not tuition for the course). In addition to the required course pack, students will be responsible for selected meals (i.e., lunch and dinner) and personal spending money.
- We will register you for this course so please do not attempt to do so yourself. Once you are registered you can expect to see the tuition charges hit your student account. Travel charges, which will appear as a lab fee, will not be posted until late December/early January once we finalize costs.
- Please make sure that you have a valid passport through September 30, 2023. If you do not have a Passport or need to have yours renewed, please do so immediately as we will need your up-to-date Passport information in order to make final travel arrangements, including application for any necessary group travel visas. Please note that all students are responsible for providing a scanned, color version of their Passport to gstoller@bu.edu, which clearly displays their Passport's Information Page, the Passport's Signature Page and then any relevant Visas. The pictures from these scans have to be extremely clear. Unfortunately, hardcopies will no longer be accepted and unless arrangements have previously been agreed to in writing with the relevant parties, for every day a deadline is missed, even for something as minor as a passport photo, a student's final course grade will drop by one half-letter grade (i.e., A to A-, A- to B+). The deadline for submitting this information will be the start of our 2nd class. Non-US students might need other visas at their own expense.
- You will receive an invitation to register for the Global Management Experience Wiki. Several documents have already been posted to the site and we encourage you to review them before the 1st class on 1/25/23. We have created an online library on containing information on doing business in Asia, and much of the company background from the Global Management Experience visits from over-the-years.

IV.2. Field Study Itinerary

Note: This schedule may change without notice

Field Study Dates: Depart Boston March 3rd; Returning to Boston March 12th, 2023

- 3/04 (Sat): Arrive in Singapore in late evening. Free evening.
- 3/05 (Sun): Morning (free time). Chinatown Walking Tour. Free evening.
- 3/06 (Mon): Tor Investments & Dusit Thani visits. Group dinner.
- 3/07 (Tue): Museum Tour. Free time in afternoon. BU alumni event in evening
- 3/08 (Wed): Rakuten & AsiaNext visits. Free evening.
- 3/09 (Thurs): Asahi Glass & BDA visits. Night Safari.
- 3/10 (Friday): Cooking class. Free evening.
- 3/11 (Saturday): Free time / individual sightseeing. Evening flight home.

IV.3. Course Evaluation, Assignment Descriptions & Expectations

The major deliverables listed below help us leverage our collective strength to learn as much as we can about the firms, organizations, and destinations that we're scheduled to visit. PLEASE USE POSTED TEMPLATES FOR ALL SUBMISSIONS (e.g., articles for required readings, one-page write-ups, bios, etc.). These can be found in the Document Archive. When submitting documents, please save in Office (.docx, .pptx) format.

- Domain Expert Analysis and Presentation (20%). Individual students or groups of two will be assigned to become 'domain experts' on an assigned firm – their task is to learn relevant information about the firm area and communicate this to the rest of the group. This includes:
 - Maintain the Wiki page for the assigned firm.
 - Select 4-5 required readings and develop a PowerPoint presentation on the assigned firm and its industry. Submit articles and proposed presentation to faculty no less than 1-week before presentation, please. After faculty approval, post articles and presentation to firm's Wiki page and notify your classmates that articles are online as soon as possible thereafter, so they can be prepared to understand your presentation. The sources you consulted should be included and the quality of these sources will be factored into your grade.
 - Give a 25-minute presentation: 15-minute presentation followed by a 10-minute Q&A follow-up discussion.
 - Submit a 1-page 'company briefing' for the field study booklet.
- Quiz (20%). In-class quiz (45 minutes) in final prep session. Synthesize, analyze, and apply concepts we've learned in the class preparatory sessions.
- Participation & Teamwork (25%). Includes quality of in-class contributions, and participation and comportment on the Field Study.
- Post-travel Research Paper (25%). Ten pages, single-spaced, addressing one of the challenges/questions raised during the Field Study. Please keep appendices to a minimum; as much as possible incorporate small tables or graphs within the main body of the document. (1-inch margins, font 12). You should select a topic that is close to your heart or career. Make sure to provide a 5-10 line executive summary at the top of the first page and use headers (and sub headers) throughout the document.
 - Your paper should answer the question at hand based on (1) your field notes, (2) extra research on the topic, (3) your own thinking around it and (4) carefully balancing nuanced perspectives and practicality of the recommendations. Ultimately, you need to have a point of view on the issue at hand and be able to justify and defend it. The arguments cannot be solely one sided, often you will need to look at several options and weigh the pros and cons.
 - The work must advance well beyond a simple literature review and not just be a book report or article summary. Use this paper as an opportunity to push the thinking within the field forward in a significant way, providing an informed discussion that goes beyond clichés, stereotypes, or expedient considerations, as well as the depth of your analysis and your ability to reflect and integrate knowledge and present it in a clear fashion.
 - We will provide topics for you at the end of the Field Study you can consider.
- Field Learning Journal (5%). One to two typed paragraphs per visit, plus two paragraphs or so per each city visited.
- Timely completion of Wiki Homework, Bio, Course Survey (5%).

IV.4. Assignment Timeline

Key deadlines and deliverables are outlined below. As always, please contact us with any questions.

- 1/28 (Saturday) Survey (due by midnight EST). Please submit your three top ranked company and/or country presentation preferences to (1 = top choice, 2nd, and 3rd) to gstoller@bu.edu. Based on your responses, we'll determine who's covering what company.
- 2/2 (Thursday) Bio (due by midnight EST). Submit a short Bio, with your preferred first and last name (for the name placard) and a digital photo of yourself to gstoller@bu.edu. A template can be found in the Document Archive. Your bio should be roughly 4-6 sentences long, no more than 125 words, and include your name, age, previous education, work experience (including any volunteer service), current concentration, and your future goals. Please describe yourself using the third person and don't be shy about mentioning your achievements! The photo should be either one copied from BU, your passport, or another, appropriate 'head shot' where you are the only person in the photo and are clearly visible. Note: Your bio will be incorporated into the Field Study booklets and will also be sent in advance to all sites that we plan to visit. If anyone would like to assist us with editing this booklet, it would be greatly appreciated!
- 2/2 (Thursday) Personal Wiki Page (due by midnight EST). Wiki Assignment - create your own Wiki page. See directions on this link: [Wiki2014.pdf](#)
- 2/12 (Sunday) Roommate preference selection (due by midnight EST). Please give us your roommate preferences of the same gender (1 = top choice, 2nd, and 3rd). If you don't know anyone in the class, we're happy to assist you in pairing up with people.
- One week before Presentations: presenters will submit to faculty 4-5 articles as required reading for your classmates. Faculty will approve articles in 1-2 days (possibly recommending changes). The final version of articles should be posted to each firm's Wiki by the Friday prior to presentations. Presenters should e-mail the class when the final, approved version of required readings are online. All submissions should be in specified format (except for PowerPoint, where format/layout/side design is up to individual presenters).
- In-class Presentations. 15-minute presentation plus 10-minute discussion / Q&A on assigned topic. Remember, faculty can be good resources for additional info and don't forget to consult the Global Management Experience Research Resources page.
- 2/20 (Monday) Company briefing document (due by midnight EST). 1-page summary of assigned company to be included in trip briefing booklet submitted to gstoller@bu.edu. These, of course, can be submitted earlier than this date. :-) This should be no more than 500 words, about one-page single space. Please see the Template in the Document Archive section of the Wiki.
- 3/01 (Wednesday) Topic proposal due (due by midnight EST). Your proposed research topic should be approved by this date (earlier is fine and encouraged) and a one-page executive summary of what you will be investigating submitted electronically to gstoller@bu.edu.
- 3/22 (Wednesday) Journal, Trip Survey **due by beginning of class** to gstoller@bu.edu
- 3/29 (Wednesday) Final Paper **due by 7 PM EST** to: stollerblindgrading@gmail.com

IV.5. Syllabus Changes and Points of Contact

- Syllabus Changes & Updates
 - The intention is to follow the syllabus as presented. However, changes to both order and content will occur to make the best use of available or new resources, or to explore in greater detail topics that arise during class discussions. Changes and specific assignment questions will be announced during class, and students that are absent are responsible for obtaining relevant changes from their classmates.
- Points of Contact
 - Office hours are by appointment. I enjoy the opportunity to get to interact with you as much as possible. E-mail has proven very helpful in this regard. Please don't hesitate to contact me if you need assistance in any manner, or have comments, concerns, or words-of-praise for some aspect of the course.

I can be contacted as follows:

Office:	595 Commonwealth Avenue, Room 644
Telephone:	617-358-1710
Fax:	617-731-4444
E-mail:	gstoller@bu.edu

My home phone # is 781 444 5674. If you need to reach me in an emergency, please call me before 9 pm at night.

V.1. Course Schedule**SESSION #1: Introduction / Course Overview (Wednesday, 1/25)**

- Introductory Session - review of trip objectives
 - Planning Team Introductions
 - Robyn Johnson, Assistant Director, Academic Advising, will discuss logistics, and optimizing GME connections
 - Medical Advisory – In class #1 you will be providing, please, along with your Global Management Experience application, a notification of any medical condition (to be kept confidential from other students, of course).
 - Please sign the Indemnification Waiver provided in the first class.
- Required readings (1st half):
 - Asian Business and Cultural Guide (Stoller)
 - Corruption in International Business (HBS 9-701-128)
 - Chapter 1 in Global Business Today (Charles W.L. Hill)
 - HBR article “How Netflix Expanded to 190 Countries in 7 Years” (Louis Brennan)
 - There are several optional but strongly recommended Additional Readings in the course pack.
- Discussion Questions:
 - How do global strategic concepts differ from domestic ones?
 - How can these be applied in context, while in Asia?
 - What are 2-3 key success factors needed to strategically succeed overseas?
 - Debunking the myths about international corruption concerns.

SESSION #2: Application of Case Study Research to Real Ventures (Wednesday, 2/1)

- Global Strategic Concepts – review of *Why We Expand Globally?* and *International Entrepreneurship*
- Group time to prep for presentations (in class with Greg rotating through all teams)
- Required readings (2nd half):
 - Chapter 1, International Entrepreneurship (Bob Hisrich)
 - Chapter 2 in Global Business Today (Charles W.L. Hill)
 - Chapter 11, Implementing and Managing a Global Entrepreneurship Strategy (Hisrich)
 - Financial Times article “Walmart shifts global strategy to battle Amazon” (Nicolaou, Fontanella-Khan, and Stacey)
 - CMS wire article “How Mature is Your International Marketing Strategy?” (Bell)
 - Valuing Cash Flows in an International Context (Kuemmerle, Braun) 803028-PDF-ENG
- Discussion Questions:
 - How does a US company operate in Asia?
 - What does it mean to monetize assets?
 - Is US monetization going to be practiced differently in China?
 - How would European entry differ from US entry for a Chinese company?

SESSION #3: Countries #1 and #2 (Wednesday, 2/8)

- “Inside the Dumpling” with Questrom Assistant Dean Rachel Reiser
- Overview of Countries #1 and #2 (China and Hong Kong)
- 4 student presentations:
 - Zoom Company #1 (Microsoft)
 - Zoom Company #2 (Chindex)
 - Singapore Company #1 (Tor Investments)
 - Singapore Company #2 (Dusit Thani)

SESSION #4: Company Presentations #1 and #2 (Wednesday, 2/15)

- 2 company presentations and 2 student presentations:
 - Zoom Company Executive Presentation #1: Microsoft
 - Zoom Company Executive Presentation #2: Chindex
 - Singapore Company #3 (Rakuten)
 - Singapore Company #4 (AsiaNext)

SESSION #5: Countries #3 and #4 (Wednesday, 2/22)

- Overview of Countries #3 and #4 (Thailand and Japan)
- 4 student presentations:
 - Zoom Company #3 (Principal Assets)
 - Zoom Company #4 (Hack Chinese)
 - Singapore Company #5 (Asahi Glass)
 - Singapore Company #6 (BDA / Brenda Bence)
- We will discuss the GCI learning outcomes to ensure we are effectively marrying theory with practice as it relates to global diversity and cultural contexts.

SESSION #6: Company Presentations, Quiz and Q&A (Wednesday, 3/1)

- Overview of Country #5 (Singapore)
- 2 company presentations:
 - Zoom Company Executive Presentation #3: Principal Asset
 - Zoom Company Executive Presentation #4: Hack Chinese
- Faculty Presentations and Q&A:
 - In-class Quiz (45 minutes)
 - Final briefing on the Field Study portion of the class, plus Q&A

SESSION #7: Recap #1 (Wednesday, 3/22)

- Review of entire experience with students
 - Journal and Trip Survey due at the beginning of class. We will also complete the course evaluations.
 - Discussion Questions:
 - Would you invest in any of the companies we visited?
 - Would you consider working for any of these firms?
 - What were your best and worst experiences while overseas?
 - One thing you wished you could re-do would be...?
 - How would you counsel others before they enroll in this experience?

SESSION #8: Recap #2 (Wednesday, 3/29)

- Informal networking opportunity with the class so we can all *genuinely* keep in touch.

V.2. Additional Course Readings

- Module I: Global Strategic Effectiveness
 - Doz, Wilson “Managing Global Innovation,” chapter 1 (A Globally Integrated Model), chapter 3 (Joint Venture to Key Innovation Hub)
 - Kenneth G. Lieberthal , “Managing the China Challenge,” Chapter 3, Brookings Institute Press
- Module II: Doing Business Internationally, Part 1
 - International Entrepreneurship: managing and financing ventures in the global economy--overview, Walter Kuemmerle, HBS #899148-PDF-ENG
 - Foley, “Global Entrepreneur,” chapter 17 (Setting a Pace for Global Growth), chapter 18 (Managing International Channels of Distribution)
- Module III: Doing Business Internationally, Part 2
 - Bartlett, Ghosal, “Managing Across Borders,” chapter 4 (The Transnational), chapter 7 (Facilitating Learning)
 - Hill, Charles W., “Global Business Today,” chapter 4 (Differences in Culture)
 - Linda Lim, Ronald Mendoza, Global Rebalancing 2.0
- Module IV: Doing Business in China
 - Clissold, Tim “Mr. China,” chapter 1 (We are wanderers at the end of the earth)
 - Chang, Leslie “Factory Girls,” chapter 4 (Talent Market), chapter 13 (Love and Money)
- Module V: Why are some country's industries more innovative than others?
 - "Competitive Advantage of Nations," Michael Porter, Harvard Business Review
 - "Doing Business in China," Jan Alexander, Harvard Business Publishing, C0103E-PDF-ENG
- Module VI: Global Entrepreneurship
 - Vivaldi Food Concepts-- The Start-up of an Asian Venture, Daniel J. Isenberg, HBS Case #806118-PDF-ENG