

University of Southern California

School of Engineering

*Department of Industrial &
Systems Engineering*

ISE 599 – Globalization: An Integrated Approach

Units: 3

Term—Day—Time: Summer 2018,
Mondays 3:00-5:50 pm

Location: OHE-100C

INSTRUCTOR: ALI R. NOWROOZI

Office: GER216-C (Appointment Only)¹

Office Hours: Mondays 1:00-3:00 pm

Email: Nowroozi@Usc.edu

Phone #: 213-740-0867 (Appointment only)¹

TEACHING ASSISTANT: TBD

Office: TBD

Office Hours: TBD

Email: TBD

Phone #: TBD

IT Help: <https://studentblackboardhelp.usc.edu/>

Contact Info: Call 213-740-5555 and choose option
2 OR Send an email to blackboard@usc.edu.

¹ Please make sure to make an appointment with the TA 24 hours in advance to verify the time and the location.

Course Description

Globalization is one of the main paradoxes of the 21st century: *“the conditions that make improved global governance so crucial are also the ones that make its realization so difficult, complex and messy”* [Ref. World Economic Forum Global Risk 2011 Report]. This course aims to integrate practical and analytical perspectives of globalization and help students develop a good understanding of business in the global (international) context. The students will learn how international business is defined by, and subjected to, the formal and informal context of the various markets around the globe and their interconnectedness. Simultaneously, they will learn how to use data analytics to their competitive advantage; to better understand the global market behavior and its trends quantitatively and then develop and implement an effective international business strategy. The course is specifically designed for engineering students from various disciplines (Aerospace, Biomedical, Civil, Construction, Computer Science, etc.), while articulated for non-engineering business-oriented students who possess strong data analysis background.

Learning Objectives

By the end of the course students should be able to:

- Understand and appreciate the complexities and challenges of international business and learn better how to strategize, enter, and compete in the international market
- Learn to quantify, analyze, and manage socio-economic and political risks, take a fact-based approach to comparative/competitive analysis of the world economy, and develop an effective international business strategy, as a professional with a long-term vision
- Learn how to implement the selected business strategy and learn the unique challenges of starting a new business (or a branch of a local business) in a new market

Recommended Preparation: ISE515, ISE544, ISE527, GSBA524, GSBA529, ISE500

Technological Proficiency and Hardware/Software Required

This course is conducted in outreach format, meaning, it is available to off-campus students via video recording and streaming. Students in on-campus or off-campus receive the same instruction and perform the same tasks through Distant Education Network (DEN). All course materials will be posted and managed on “Desire 2 Learn” course management system.

Readings and Supplementary Materials

1. Global Business 4th Edition, Mike W. Peng (**REQUIRED**)
2. Global Strategy 3rd Edition, Mike W. Peng
3. Strategy, Process, Content, Context, An International Perspective, 4th Edition, Bob De Wit, & Ron Meyer. (No PURCHASE NECESSARY, HANDOUTS WILL BE PROVIDED)
4. Competing on Analytics, Thomas H. Davenport & Jeanne G. Harris (No PURCHASE NECESSARY, HANDOUTS WILL BE PROVIDED)

Data sources (Accessible online):

- World Economic Forum “Global Risk” data & reports ([2006-2016](#))
- World Bank “Doing Business” Publications ([2004](#) - [2016](#))
- The Heritage Foundation Publication ([2002](#) - [2016](#)) & [Interactive Website](#))
- CIA Fact Book Website (<https://www.cia.gov/library/publications/the-world-factbook/>)
- Freedom House Ratings & Reports: <https://freedomhouse.org>

Description and Assessment of Assignments

1. Class Participation	100
2. Case Studies (4 @ 75 Points)	300
3. Exams (150 Points & 100 Points)	250
4. <u>Team Project</u>	<u>350</u>
Total	1000

Note: Course structure could change depending on the class size

1. **CLASS PARTICIPATION:**

- IN CLASS students are evaluated based on the level and the quality of their participation in class discussions. While we do not take attendance in this course, students who miss the lectures will also miss the opportunity to obtain class participation scores.
- DEN students are primarily evaluated based on their assessment of the class discussions, posted on the discussion board, under the appropriate lecture forum (Discussion Board), **within one week of the lecture**. They are also encouraged to participate live in class discussions and will get credit for that. Text messaging through WebEx is not the most effective way of communication, but it will be accounted for as practically as possible.
- The Course instructor will be the sole judge of students' level of class participation.
- The instruction team "may", from time to time, make minute comments on the Discussion Board. But do not expect to see them participate in the discussions. DEN students comments will be discussed in the class, as time allows.
- All students to avoid using the discussion media (D2L, WEBEX, etc.) To ask questions from the instruction team or to discuss personal/logistical/non-educational topics (exception: the welcome page of the course site is designed for posting personal information). See detailed guidelines in the "Assignment Submission & other Policies" section.

2. **CASE STUDIES** consist of **4 individual case studies**. You will be expected to read the case study, write a **1-2 PAGE** report on it, and be prepared to discuss the case in the class. DEN students may discuss the case studies via DEN Discussion Board, **ONLY AFTER** the assignment deadline. The case studies due dates are shown in the next page. **No extensions will be given in this class.**

ALL INDIVIDUAL ASSIGNMENTS MUST BE PERFORMED **INDIVIDUALLY**, NO "TEAMWORK" ALLOWED HERE! Students must attempt to use their intellect and analyze the case in their own words. In case of necessity, if an article is cited, appropriate quotation is required.

3. **TWO EXAMS** will be given on with the following points distribution:

MIDTERM (Take-Home)	150
<u>FINAL EXAM (Optional)</u>	<u>100</u>
Total EXAMS	250

The exams will cover the material presented up to and including the preceding lecture. Points will be assigned to each section of the exam. Partial credit will be awarded according to work shown. No re-takes will be allowed. No make-up exam will be given.

4. The **TEAM PROJECTS** will be explained in SESSION 3 and the project criteria and grading structure will be explained in. The teams will outline their projects on 07/17, conduct weekly update meetings with the instruction team, and finally present their projects on 08/02 . **ALL PROJECT REPORTS ARE DUE ON 08/02/2017, AT THE END OF THE CLASS.**

Assignment Submission & other Policies

All due dates are provided in the next page: “Assignments & Due Dates”. All students must take the exams on the exam dates and times. Exceptions only include special cases such as sickness, time zone difference (for DEN students), or such unavoidable circumstances. **PLEASE DO NOT SCHEDULE ANY TRIPS ON THE EXAM DATES. PERSONAL OR BUSINESS ENGAGEMENTS DO NOT JUSTIFY EXAM DATE & TIME CHANGES.**

Course FINAL GRADES will be determined by the distribution of point totals for the class. “Natural groupings” will be used to assign letter grades. The highest scoring group will receive A’s, the next group is the A-’s, and so on. A single point will not be the difference between any two letter grades.

The grading process will be explained in details in the second lecture. Students are responsible to understand the process clearly as their actual performance may differ from their perceived performance which is conventionally based on percentages only.

This is a qualitative management course and students performance assessment is subject to the instructor’s judgement. Each student’s performance data (**Explicit information**) combined with the instructor’s intuitive assessment of his/her level of effort and learning experience (**implicit information**) will determine that student’s overall grade. Ultimately, the instructor will be the sole judge of all students’ incremental and final GPA’s.

- *ALL QUESTIONS ABOUT GRADES, LOGISTICS, ETC. SHOULD BE EMAILED FIRST TO THE TEACHING ASSISTANT (COURSE PRODUCER) AND THEN, IF NOT RESPONDED IN A TIMELY MANNER², TO THE INSTRUCTOR, DIRECTLY.*

² Although we attempt to respond to emails as promptly as possible, for proper time management, please allow 2 **Work** Days for the emails response time. For urgent matters, you may indicate so on the Subject line and we will respond as quickly as possible

Course Schedule:

Session	DATE	TOPIC	ASSIGNMENTS DISTRIBUTION	ASSIGNMENTS DUE	READING ASSIGNMENT
1	05/21	Introduction: <ul style="list-style-type: none"> • Definition of International business • The global market: Facts & Fictions • Pros & cons of internationalization • Course objectives & Structure 	Case #1		Peng: Part 1 Ch. 1 - Globalization <i>Wit & Meyer, Ch. 1</i> Extracurricular: <i>Wit & Meyer, Ch. 10</i> 10.2. pp. 568-575
	05/28	MEMORIAL DAY HOLIDAY			
2	06/04	<ul style="list-style-type: none"> • Preparing and strategizing for globalization • Pros & cons of different globalization strategies 	Case #2		Peng: Part 3 Ch. 9 – Entrepreneurship Ch. 10 – Target & Method
3	06/11	<ul style="list-style-type: none"> • Understanding formal structures • Analytics for Globalization • TERM PROJECT DISCUSSION 	Term Projects	Case #1	Peng: Part 1 Ch. 2 – Formal Institutions Global Market data review
4	06/18	<ul style="list-style-type: none"> • Understanding informal norms • Analytics of Globalization – Continue • CASE #1 DISCUSSION 	Case #3		Peng: Part 1 Ch. 3 – Informal Institutions Handout: <i>Wit & Meyer, Ch.1</i> pp. 40-48
5	07/02	<ul style="list-style-type: none"> • “Preserving the core while stimulating progress”³ in the global market (SWOT versus VRIO) • CASE #2 DISCUSSION • Project Introduction - 5 min 		Case #2	Peng: Part 1 Ch. 4 – Core Competencies Handout: <i>Wit & Meyer, Ch. 10,</i> 10.3. pp. 575-582
6	07/09	<ul style="list-style-type: none"> • Tools & Techniques and the unique challenges of international business • Strategies: Completion, cooperation, collusion • (Midterm Exam – 200 Points, Take home) • CASE #2 DISCUSSION 	CASE #4		Peng: Part 2, Ch. 5-7 ⁴ Trading, Investing, Currency
7	07/16	<ul style="list-style-type: none"> • Structuring and running your international business / subsidiary • Leading through Chaos; a “Genius of AND”⁵ approach to developing and implementing an effective international business strategy 		CASE #3	Peng: Part 3 Ch. 11 – Competing Ch. 12 – Cooperating Peng: Part 3 Ch. 13 – Structuring Handout: <i>Wit & Meyer, Ch. 10,</i> 10.4. pp. 583-594
8	07/23	<ul style="list-style-type: none"> • The future of globalization as a result of economic integration – The opportunities and the challenges • CASE #3 DISCUSSION 			Handout: <i>Wit & Meyer, Ch. 10,</i> pp. 539-562 Peng: Part 2 Ch. 8 – Regional Integration
9	07/30	Final Project Presentations – 20 min		Case #4	
10	08/06	Final Exam – Optional	In Accordance with USC Final Examinations Schedule Guideline		

³ Quoting Jim Collins, *Built to Last* – Chapter 4

⁴ Chapter 5 and 7 are NOT required, but recommended. Chapter 6 is a required reading

⁵ Quoting Jim Collins, *Good to Great* – Chapter 9

Statement on Academic Conduct and Support Systems

Academic Conduct

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Section 11, *Behavior Violating University Standards* <https://scampus.usc.edu/1100-behavior-violating-university-standards-and-appropriate-sanctions>. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct>.

Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the *Office of Equity and Diversity* <http://equity.usc.edu> or to the *Department of Public Safety* <http://adminopsnet.usc.edu/departments/departments-public-safety>. This is important for the safety of the whole USC community. Another member of the university community – such as a friend, classmate, advisor, or faculty member – can help initiate the report, or can initiate the report on behalf of another person. *The Center for Women and Men* <http://www.usc.edu/student-affairs/cwm/> provides 24/7 confidential support, and the sexual assault resource center webpage <http://sarc.usc.edu> describes reporting options and other resources.

Support Systems

A number of USC’s schools provide support for students who need help with scholarly writing. Check with your advisor or program staff to find out more. Students whose primary language is not English should check with the *American Language Institute* <http://dornsife.usc.edu/ali>, which sponsors courses and workshops specifically for international graduate students. *The Office of Disability Services and Programs* http://sait.usc.edu/academicsupport/centerprograms/dsp/home_index.html provides certification for students with disabilities and helps arrange the relevant accommodations. If an officially declared emergency makes travel to campus infeasible, *USC Emergency Information* <http://emergency.usc.edu> will provide safety and other updates, including ways in which instruction will be continued by means of blackboard, teleconferencing, and other technology.