

**University of Southern California  
Marshall School of Business  
Global Leadership Program**

**BUAD 102: LEADERSHIP IN A GLOBAL BUSINESS ENVIRONMENT  
Spring 2024**

***Delivering results, no excuses...***

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	Julia Plotts <i>Professor, Finance &amp; Business Economics</i>	Carl Voigt, Ph.D. <i>Professor, Management &amp; Organization</i>
<b>Other GLP Faculty/Staff:</b>	Patrick Cates, Ed.D. <i>Associate Dean for Undergraduate Programs Adjunct Faculty, USC Marshall</i>	George Michael Gutierrez Avery Wilson <i>Teaching Assistants</i>
<b>Class Time:</b>	Fridays: 10:00 a.m. to 11:50 a.m.	

**COURSE DESCRIPTION AND OBJECTIVES**

BUAD 102 is a continuation of BUAD 101 Global Leadership Program. In BUAD 102 we add the “G” to GLP. BUAD 102 focuses on two of the most important challenges facing business executives today: global leadership and the globalization of business activities. The course is designed to provide insights into the opportunities and challenges faced by global business professionals in leading and managing business enterprises in a global environment. Most importantly, as with GLP in the Fall, GLP in the Spring is experiential. It seeks personal learning. We will continue to learn from each other and from a series of different learning experiences. Together, we will meet global executives who work in, and manage, global firms. We will develop conclusions and opinions about globalization as a phenomenon, and learn about cross border trade and investment, and the opportunities globalization and cross-border commerce offers business.

Perhaps most importantly, and what makes GLP Spring different from GLP Fall, is that we will get on a plane and will travel to Thailand for a week in March during our Spring break. During this international experiential trip, we will immerse ourselves in the business and cultural environment in Thailand. We will visit companies, have discussions managers and leaders of companies in Thailand, and engage in cultural activities; all with the objective of helping you take important steps to becoming a global leader.

Through course lectures and guest speakers the course offers much more than the opportunity for adventure and personal enrichment. It will focus on the global business skills necessary to successfully lead companies, teams, and people in an increasingly global economy. This course has as its objective providing a learning experience which will expand and broaden your cultural horizons, and help you gain an appreciation for how business is conducted across national boundaries.

This course is also designed for you to actively learn the discipline needed to become an effective global leader. Leadership is not something that comes with a magical sprinkle of pixie dust. It requires work, lots of it. It requires reflection, learning, and more than disciplined hard work. All good leaders have a personal leadership style. But not all leadership styles are equally effective in all situations. It is important that you learn about your own leadership style, and what you can do to improve it. Taking you outside your comfort zone, to a different economy with a different culture and a different business environment will allow you, if you take the opportunity, to learn a lot about your own leadership approach.

Awareness of, and sensitivity to, cultural differences and diversity will be another important theme in Spring. By definition, our own “personal culture” is how we behavior when we are not consciously thinking about how we are behaving. Most of us are not aware, or are not aware enough, of how our own culture colors our perception of our

world and influences our decisions. We all need to make this a focus of our time and energy. We can change our own culture and behavior. But it takes real effort.

An additional important objective of this course is to broaden your perspective on international business issues. We hope that it will offer insights and information that will allow you to make better choices regarding your academic programs at USC (i.e., possibly enrolling in courses in international history, politics, and languages or participating in international internships, etc.) and to help you begin the long-term process of developing your own international leadership capabilities.

## LEARNING EXPERIENCE THEMES FOR OUR GLP SPRING PROGRAM

We have given our course, BUAD 102: Global Leadership Seminar a second descriptive title “Leadership in a Global Business Environment.” The purpose for this is to focus our attention on the two key elements of the Spring GLP course – leadership and the global business environment. Both are topics that challenge even the most talented executives of the best managed global corporations. We will explore these topics in a variety of ways.

As we did in fall, we will meet once a week for a combination of lectures and guest speakers, and then board airplanes to spend a full week in Thailand. More specifically, GLP Spring will have four core components:

- i. **Understanding globalization, global business, and global leadership.** We will develop conceptual frameworks for thinking about how to “do” global business. This will include discussing the pros and cons of globalization and cross-border connectivity that has increasingly characterized economies in the last 5-6 decades. Our objective is for you to develop evidence-based opinions about globalization and global business, and lenses for finding potential global business opportunities
- ii. **Conversations with global business experts.** We have invited global business and Thailand experts to serve as guest speakers during different sessions.
- iii. **Learning about “doing business” in Thailand.** We will divide ourselves for focused learning sessions on Thailand. In these country-specific sessions we will focus on learning and understanding critical important information about the history, culture, and the business and business environment of Thailand.
- iv. **International experiential program – Thailand.** The critical learning experience in GLP Spring will be our week-long immersion into the business community in Thailand. We will engage in significant prework in advance of our trip.

## COURSE EVALUATION

This course is graded on a Credit/No Credit basis.

Class Participation and Attendance	Credit/No Credit
Quizzes (at least two)	Credit/No Credit
Company briefing report (team)	Credit/No Credit
Thailand pre-trip “research” reports (team)	Credit/No Credit
GLP Leadership Development Poster	Credit/No Credit
International trip participation and professionalism	Credit/No Credit

Failure to receive credit in any single component of this course will result in No Credit for the entire course. Students may be required to resubmit work that is considered substandard. While this course is reported on your official transcript as a Credit/No Credit course, students will earn letter grades. Grades above a C will receive credit for the course. Those below a C will earn a No Credit grade. At the end of the course, you will complete peer evaluations of the members of your team. In order to receive credit for the course, you must contribute fairly to the group assignments. [Please see Appendix C for the peer evaluation form.](#)

It is important that you perform well in this course as there are future professional consequences based on the grade you earn:

**High Pass** Students earning HIGH PASS in the course will receive a positive recommendation for participation in future USC Marshall international programs such as International Exchange Program (IEP), ExCEL, etc.

<b>Pass</b>	Students earning PASS in the course will receive a neither a positive or negative recommendation for participation in future USC Marshall international programs such as International Exchange Program (IEP), ExCEL, etc.
<b>Low Pass</b>	Students earning a LOW PASS in the course will receive a negative recommendation; recommending that the student not be permitted to participate in future USC Marshall international programs such as International Exchange Program (IEP), ExCEL, etc.
<b>No Credit</b>	Students earning NO PASS in the course will earn a grade of No credit and will receive a negative recommendation for participation in future USC Marshall international programs such as International Exchange Program (IEP), ExCEL, etc.

In rare occasions the faculty may assign a grade of **Distinction**. This is to note course contributions over and above outstanding academic performance. Please refer to APPENDIX A for specific details on course grading.

### **Pre-Trip Evaluation of Performance**

Your performance in the class will be *evaluated* prior to the departure of the international field study trip *no. later than March 1*. Those students who are not passing the course based on the work completed by that time (such as Class Attendance and Participation, Quizzes, Team Assignments, and the Company Briefing Report) will receive No Credit for the course and will not be permitted to travel on the international field study trip. **Per your signed program agreement *After January 26, 2024, 100% of the travel fee for this program is non-refundable.*** Importantly, students who receive No Credit for the course and are not allowed to travel will not receive a refund of the travel fee.

### **Expectations Regarding Student Conduct on the International Field Trip**

During the trip to Thailand, you are a representative of USC and your actions reflect upon the reputation of the school. Therefore, you are expected to behave professionally at all times and be an exemplary ambassador of the USC Marshall School of Business.

As is the case with all USC study abroad programs, all *SCampus* policies and the University Student Conduct Code are in effect during the international field trip, from the time you arrive at LAX at the start of the trip until the end of the trip. The University Policy on **Alcohol and Other Drugs** also applies throughout the international field trip.

Throughout all phases of this course (the pre-trip class sessions, the international field study trip, and the final class session), You are expected to be aware of and abide by the University community's standards of behavior as articulated in the [Student Conduct Code](#). Violations of these policies during any phase of this course will result in receiving No Credit for the entire course.

### **REASONS FOR RECEIVING NO CREDIT FOR THE COURSE:**

#### **A. Level of Academic Performance:**

- Failing to receive a passing grade in any one of the six components of the grade.** That is, 1) class participation and attendance, 2) quizzes, 3) the company briefing report, 4) pre-trip team "research" on some dimension of Bangkok, 5) the GLP leadership development poster, and 6) international trip participation and professionalism, will result in receiving No Credit for the course.
- Failing to submit assignments on time** will result in receiving No Credit for the course.
- Failing to demonstrate a basic understanding of the course material** as reflected in memos, quizzes, class discussions, and group assignments will result in receiving No Credit for the course.
- Failing to contribute to the group assignments** (i.e., the Company Briefing Report, Experiential Exercises during International Field Study Trip) will result in receiving No Credit for the course.

#### **B. Attendance and Participation:**

- Missing more than one (1) of the Pre-Trip Class Sessions** will result in receiving No Credit for the course. If you need to miss one of the pre-trip class sessions, you must receive prior permission from your professors. In addition, you are responsible for making sure you understand the material that was covered during the missed session and must prepare a one to two page paper summarizing the material covered and lessons learned during that session.
- Missing part or all of any of the visits/activities during the International Field Study Trip** will result in receiving No Credit for the course.
- Missing the final GLP Poster Day** will result in receiving No Credit for the course.

4. **Behaving unprofessionally during class session or visits/activities during the International Field Study Trip** such as sleeping during sessions, being disruptive during sessions (e.g., arriving late, coming and going during sessions), and failing to respond to questions and feedback will result in receiving No Credit for the course.
5. **Students who consistently come to class unprepared** will receive No Credit for the course.

**C. Behavior:**

As part of this trip, you are a representative of the USC Marshall School of Business and your behavior during the trip affects the reputation of USC and the Marshall School. Therefore, you are expected to behave professionally during the trip. **Inappropriate and unprofessional behavior during the trip** (e.g., rude behavior during company visits, drunkenness, etc.) will result in receiving No Credit for the course.

**Implications of Receiving No Credit in the Course**

Anyone who does not pass the components of the course before the international field study trip will not be allowed to travel on the trip. The fee you pay for the international field study trip does not cover the full cost of the trip. Part of the cost of the trip is being covered by a subsidy. Anyone who receives no credit for the course will have their subsidy of the trip cost revoked and will be required to pay the full cost of the trip.

**COURSE MATERIALS AND CLASS WEBSITE**

**COURSE WEBSITE:** On Blackboard at <http://blackboard.usc.edu>

There is no assigned textbook or course reader for this course. Articles and links to articles will be posted to Blackboard. Occasionally, supplementary articles will be distributed in class. *You should make it a habit of checking Blackboard regularly to look for newly posted materials.* These posted materials and readings should be carefully prepared before our weekly Friday session.

**COURSE REQUIREMENTS**

**Attendance and Promptness.** Attendance is mandatory for this course. Please note that there are no excused absences for any reason. This is an experiential course and you must be present to participate. Attendance will be taken at the beginning of each session, and given the limited number of class meetings, you will put yourself at a significant disadvantage by missing even one class meeting. Only one absence is permitted for extreme circumstances, and permission must be requested ahead of time, or immediately after a hospitalization emergency. Missing more than *one session* may result in your receiving NO CREDIT for the course. Please note that any absence, regardless of the reason, will result in a B being the maximum grade you can earn in the course. Students who consistently come to class unprepared will receive **NO CREDIT** for the course.

**Class Participation.** You will find that speaking in class is requisite to achieve good grades in any course at the Marshall School of Business. Your daily participation matters. This class will provide a venue for you to practice speaking up, to engage in course discussion, and to ask questions. We will expect you to ask questions, and to do so, you need to come to class prepared—having thought about how the reading relates to class discussion, or how it relates to the speaker’s presentation. Do not be intimidated into silence, and feel free to ask any question that comes to mind. We are here to share our experiences with you, as are the guest speakers. Your questions will help direct the discussion toward areas of interest to you.

**COURSE ASSIGNMENTS**

**Company Briefing Report.** For the companies we will visit in Thailand, we will assign teams—one to each company—to write a “Company Briefing Report” that will provide appropriate information to all class members in preparation for the on-site visit. Details about the research content, format and length of the Company Briefing Report will be provided in class. Using these Company Briefing Reports, we will expect each class member to be fully prepared for the on-site visits and be able to engage in intelligent discussion about each company’s current status, role in international trade, etc. Teams preparing the reports will also verbally brief us on the bus trip to the companies.

**Pre-trip “research” projects.** Everyone will be assigned to a team to prepare “helpful information” reports for their colleagues to use on their trips. More specific details will be given in class. These reports will include

research on restaurants, evening activities, key sites to visit during free time, etc. Providing the information in digital format for use on the trips is expected.

**Quizzes.** Several short quizzes are scheduled for our course. They will cover lecture materials and assigned readings prior to the quiz, and any readings assigned for that specific class session. Questions will also include sessions where we interact with global business executives. Be prepared. Keep up with your reading.

**Final GLP Poster.** Everyone will prepare a poster synthesizing the own GLP journey. Creativity, imagination, and brevity are encouraged. Our poster day will take on March 22<sup>nd</sup> in session 9. This session will allow to view and discuss these posters with each other.

## SOURCES OF DATA

In completing the assignments for this course, you will need to do research about the country to which you will be traveling and the company and industry that you will analyze for the company briefing paper. The USC library system has substantial amounts of online and print reference material related to international business and various countries around the world. The Gaughan & Tiberti Business Library has developed a set of international resources specifically for GLP/LINC with references to relevant sources of data available through the university. Please consult these international resources, which can be accessed through the website at <http://www.marshall.usc.edu/library>.

In addition to online and library sources of data, you will have opportunities during the international field study trip to gain access to primary sources of data. You will gain first-hand information about international business and the country to which you are traveling through the company visits, experiential exercises, and cultural activities that make up the international field study trip.

## TECHNOLOGY USE IN THE CLASSROOM

Use of personal communication devices during academic or professional sessions is considered unprofessional and is not permitted. iPads are acceptable exclusively for note-taking purposes. Videotaping faculty lectures is not permitted due to copyright infringement regulations. Audiotaping may be permitted if approved by the professor. Use of any recorded or distributed material is reserved exclusively for the USC students registered in this class.

## USC STATEMENT ON ACADEMIC CONDUCT AND SUPPORT SYSTEMS

### **Academic Integrity:**

The University of Southern California is a learning community committed to developing successful scholars and researchers dedicated to the pursuit of knowledge and the dissemination of ideas. Academic misconduct, which includes any act of dishonesty in the production or submission of academic work, compromises the integrity of the person who commits the act and can impugn the perceived integrity of the entire university community. It stands in opposition to the university's mission to research, educate, and contribute productively to our community and the world.

All students are expected to submit assignments that represent their own original work, and that have been prepared specifically for the course or section for which they have been submitted. You may not submit work written by others or "recycle" work prepared for other courses without obtaining written permission from the instructor(s).

Other violations of academic integrity include, but are not limited to, cheating, plagiarism, fabrication (e.g., falsifying data), collusion, knowingly assisting others in acts of academic dishonesty, and any act that gains or is intended to gain an unfair academic advantage.

The impact of academic dishonesty is far-reaching and is considered a serious offense against the university. All incidences of academic misconduct will be reported to the Office of Academic Integrity and could result in outcomes such as failure on the assignment, failure in the course, suspension, or even expulsion from the university.

For more information about academic integrity see [the student handbook](#) or the [Office of Academic Integrity's website](#), and university policies on [Research and Scholarship Misconduct](#).

Please ask your instructor if you are unsure what constitutes unauthorized assistance on an exam or assignment, or what information requires citation and/or attribution.

### **Students and Disability Accommodations:**

USC welcomes students with disabilities into all of the University's educational programs. [The Office of Student Accessibility Services](#) (OSAS) is responsible for the determination of appropriate accommodations for students who encounter disability-related barriers. Once a student has completed the OSAS process (registration, initial appointment, and submitted documentation) and accommodations are determined to be reasonable and appropriate, a Letter of Accommodation (LOA) will be available to generate for each course. The LOA must be given to each course instructor by the student and followed up with a discussion. *This should be done in the first two weeks of the semester.* Accommodations are not retroactive. More information can be found at [osas.usc.edu](https://osas.usc.edu). You may contact OSAS at (213) 740-0776 or via email at [osasfrontdesk@usc.edu](mailto:osasfrontdesk@usc.edu).

### **Support Systems:**

[Counseling and Mental Health](#) - (213) 740-9355 – 24/7 on call

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

[988 Suicide and Crisis Lifeline](#) - 988 for both calls and text messages – 24/7 on call

The 988 Suicide and Crisis Lifeline (formerly known as the National Suicide Prevention Lifeline) provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week, across the United States. The Lifeline is comprised of a national network of over 200 local crisis centers, combining custom local care and resources with national standards and best practices. The new, shorter phone number makes it easier for people to remember and access mental health crisis services (though the previous 1 (800) 273-8255 number will continue to function indefinitely) and represents a continued commitment to those in crisis.

[Relationship and Sexual Violence Prevention Services \(RSVP\)](#) - (213) 740-9355(WELL) – 24/7 on call

Free and confidential therapy services, workshops, and training for situations related to gender- and power-based harm (including sexual assault, intimate partner violence, and stalking).

[Office for Equity, Equal Opportunity, and Title IX \(EEO-TIX\)](#) - (213) 740-5086

Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants.

[Reporting Incidents of Bias or Harassment](#) - (213) 740-5086 or (213) 821-8298

Avenue to report incidents of bias, hate crimes, and microaggressions to the Office for Equity, Equal Opportunity, and Title for appropriate investigation, supportive measures, and response.

[The Office of Student Accessibility Services \(OSAS\)](#) - (213) 740-0776

OSAS ensures equal access for students with disabilities through providing academic accommodations and auxiliary aids in accordance with federal laws and university policy.

[USC Campus Support and Intervention](#) - (213) 740-0411

Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

[Diversity, Equity and Inclusion](#) - (213) 740-2101

Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

[USC Emergency](#) - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call

Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

[USC Department of Public Safety](#) - UPC: (213) 740-6000, HSC: (323) 442-1200 – 24/7 on call

Non-emergency assistance or information.

[Office of the Ombuds](#) - (213) 821-9556 (UPC) / (323-442-0382 (HSC)

A safe and confidential place to share your USC-related issues with a University Ombuds who will work with you to explore options or paths to manage your concern.

[Occupational Therapy Faculty Practice](#) - (323) 442-2850 or [otfp@med.usc.edu](mailto:otfp@med.usc.edu)

Confidential Lifestyle Redesign services for USC students to support health promoting habits and routines that enhance quality of life and academic performance.

**GLOBAL LEADERSHIP PROGRAM**  
*Delivering results, no excuses...*  
**COURSE OUTLINE AND SCHEDULE** *(very tentative)*

Session	Date	Topic	Deliverables
1	1/12	<b>Course Introduction and Overview</b> <b>Adding the “G” to the GLP Leadership Program</b> <i>Read:</i> Bhambri, “Global Strategy: Understanding the game” Ghemawat: Distance Still Matters Ghemawat: Managing Differences <i>Watch:</i> Global Business Introductory videos (posted on Blackboard)	<i>How Global Assignment</i> <b>Student Casual</b>
2	1/19	<b>Global Business: Why is it important?</b> <b>Globalization, Global Business and Global Business Leadership</b> <i>Dean Garrett</i>	<b>Business Casual</b> <i>Quiz</i>
3	1/26	<b>ELC: Cross Cultural Virtual Team</b> <i>Prepare for:</i> Global Business Simulation	<b>Student Casual</b>
4	2/2	<b>Global Economy: US-China Relations and the implications for the world</b> <i>Dean Garrett</i>	<b>Business Casual</b>
5	2/9	<b>Thailand 1 – history of Thailand</b> <i>student quiz game/interactive</i> <b>Guest Speakers:</b> <i>GPP Thailand Experts</i>	<b>Student Casual</b>
6	2/16	<b>Global Business Guest Speaker: Chris Reilly</b> <b>Thailand 2 - Thailand: its business and cultural environment</b> <i>student quiz game/interactive</i> <b>Guest Speakers:</b> <i>GPP Thailand Experts</i>	<b>Business Casual</b> <i>Quiz</i>
7	2/23	<b>Thailand 3 – Thai business culture/activities</b> <b>Guest Speakers:</b> <i>GPP Thailand Experts</i> <i>Group presentations</i>	<b>Business Casual</b>
8	3/1	<b>Thailand 4 – Thai business culture/activities</b> <i>Group presentations</i> <b>Know before you go session</b>	<b>Student Casual</b>

**3/7-3/17 GLP Trip: Global Business Leadership Experiential in Thailand**  
*Flight Itinerary: EVA Air*  
*BR 011 07MAR LAX-TPE 1035P 515A 09MAR, BR 201 09MAR TPE-BKK 940A 1235P*  
*BR 212 17MAR BKK-TPE 1210P 445P, BR 012 17MAR TPE-LAX 720P 400P*

9	3/22	<b>Final Poster Session &amp; Presentations</b>	<b>Business Casual</b>
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**Quizzes:** Quizzes will cover any and all material covered in class prior to the session, and any articles assigned for reading for that session. Be prepared for quizzes in your trip classes, too.



## APPENDIX A: COURSE EVALUATION CRITERIA

### A: Excellent Performance

- Initiates information relative to topics discussed
- Accurately exhibits knowledge of assignment content
- Demonstrates excellent listening by remaining on "same page" as rest of class as demonstrated by comments
- Brings up questions that need to be further explored
- Clarifies points that other may not understand
- Actively participates in simulations and classroom exercises
- Demonstrates ability to apply, analyze, evaluate, and synthesize course material
- Demonstrates willingness to take risk in attempting to answer unpopular questions
- Sits at the front of the room during class and at corporate visits
- Demonstrates high quality professionalism at all times
- Perfect on time attendance
- Average to above average scores on quizzes and synopses

### B: Average to Good Performance range

- Misses a class session
- Participates in actively participates class discussion but does not lead them
- Provides good information but little analysis
- Consistently demonstrates knowledge of reading assignments
- Demonstrates ability to analyze/apply course material
- Demonstrates willingness to attempt to answer questions
- Average scores on quizzes and synopses

### C: Below Average Performance

- Misses a class session
- Participates in group discussion only when solicited
  - occasional input, often irrelevant, unrelated to topic
  - reluctant to share info
  - not following flow of ideas
  - personal application only
- Demonstrates minimal knowledge of course material
- Repeats information heard from others without synthesis
- Attends class but is late or unprepared
- Drains energy from class goals
- Sits at the back of the class or room during corporate visits
- Sleeps in class or during executive presentations
- Exits and re-enters room during guest speakers or during corporate visits
- Shows little interest in topics of discussion
- Below average scores on quizzes and synopses

### No Credit: Unacceptable Performance

- Fails to participate even when specifically asked
  - gives no input
- Does not demonstrate knowledge of readings
- Shows up to class; does nothing, is a distraction to others
- Behaves toward others in disruptive fashion, for example, sarcastic comments aimed at others
- Misses more than one class session
- Demonstrates behaviors unacceptable to the University of Southern California
- Low scores on quizzes and synopses
- Failure to turn in required course work