The second module of PM.GLOBE is organized around an international field learning experience in a specific country or pair of countries. This component of the course is worth 60% of the total course grade. The following is a detailed syllabus for Module II of the course. A detailed syllabus with information about Module I of the course is provided in a separate document.

**COURSE OBJECTIVES**

- To understand the impacts of globalization and to develop the ability to think strategically about global business issues.
- To equip you with the basic facts of globalization, international trade in goods and factors of production growth, and the major trends and institutions shaping the future of international management.
- To provide you with a framework for assessing a country’s prospects for global business and its competitiveness in the global business environment.
- To learn to assess the business environment in other countries, including economic and financial structures, institutions and institutional voids, business practices, regulatory systems, and cultural and social conditions.
- To develop an international business perspective by understanding the similarities and differences in the business environment across countries and how heterogeneity in the business environment across countries affects international business practices and strategies.
- To understand patterns of international competition through examination of specific industries and firms.
- To develop skills in analyzing strategic challenges and opportunities in the international context and competencies to anticipate the potential strategies of global and local competitors in specific industries.
- To develop an appreciation of ethical issues confronting companies engaged in international business and the options for responsibly managing these ethical issues.
- To integrate and apply frameworks, models, tools, and concepts from core classes to a real world global setting.

**FACULTY**

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  terancew@marshall.usc.edu

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  baizhu@marshall.usc.edu
- Murat Bayiz  
  BRI 401B  
  213-740-5618  
  bayiz@marshall.usc.edu
- Les Porter  
  ACC 124  
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  lporter@marshall.usc.edu
ORGANIZATION OF MODULE II

There are three phases of Module II, the International Field Experience portion of the course:

**Phase I – Pre-Trip Preparation**

Two full-day intensive pre-trip country specific training conferences on Saturdays, February 4 and February 25, will provide training in the business, economic/financial, political/regulatory, cultural/social, and institutional environment of the country or countries you will be visiting. Ethical issues confronting managers engaged in international business will also be discussed. **Attendance and active participation at these training conferences is mandatory.** You will be assigned a set of readings related to your country or countries that you should read to deepen your understanding of the issues that will be discussed at the pre-trip country-specific training conferences.

The project that your team will work on throughout all three phases of the course will consist of either a strategic industry analysis or strategic company analysis. You should meet with your faculty advisor before February 10 to discuss the strategic industry analysis or strategic company analysis project report and presentation due at the end of the course (click on this link for details). You should submit a project proposal memo to your faculty advisor by February 16, outlining the focus and scope of your final project report and presentation (click on this link for details). By February 22, you should obtain feedback from your advisor on your project proposal memo, revise the memo if necessary, and obtain your advisor’s approval of your project proposal.

Secondary research for your final project report and presentation can be done during Phase I. Having completed some of the secondary research during this initial phase will help with more efficient gathering of primary information during the trip in Phase II and will lessen the amount of research that will need to be completed in Phase III upon returning from the trip.

Your project team will research and prepare a short briefing book paper about an assigned company and industry in the country or one of the countries you will be visiting (click on this page for details). This briefing book paper is due on February 16. All the briefing papers will be assembled into a book that will be distributed at the second pre-trip training conference on February 25. You should read all of the briefing papers for your country or pair of countries to prepare you for the meetings and company visits during the international field study residential in Phase II of the course.

**Phase II – International Field Study Residential**

You will spend a week in a country or pair of countries gathering first-hand information about the business, economic/financial, political/regulatory, cultural/social, and institutional environment. During this week, March 11-17, a set of sessions will allow you to learn about many of the industries and companies in the country or countries you will visit. These sessions will consist of meetings with senior level managers and company tours, where
appropriate. **Attendance and active participation at all of these sessions is mandatory.** These sessions will allow you to gather primary data about the industry or company your team will be studying which you will incorporate into your final project.

**Phase II – Integration of Learning from the Course**

Upon returning from the international field study residential, your team will finalize the strategic analysis of the industry or company you have been studying. Drawing upon the secondary research you complete in Los Angeles and the primary research you conduct during the international field study residential, your team will analyze and draw conclusions and recommendations related to the strategic issues confronting your industry or company. Your team will prepare a written report of your strategic industry or company analysis due on April 9 (click on this link for details).

In addition to the strategic industry or company analysis report, your team will prepare an international business insights memo, summarizing the three most important lessons you learned from the international field study component of PM.GLOBE. At least one of the lessons should include insights about ethical issues confronting managers doing business in the county or countries you visited (click on this link for details). This memo is also due on April 9.

A post-trip conference on Saturday, April 14 will allow each team to present the results of its strategic industry or company analysis to the class. This presentation should conclude with a summary of the three important lessons from the international business insights memo. **Attendance and active participation at this post-trip conference is mandatory.**

**COURSE EVALUATION**

The course grade will be determined as follows:

**Module I**

- 10% Participation in Module I
- 5% Decision-Making with Data Group Assignment
- 25% Module 1 Quizzes (5 quizzes)

**Module II**

- 15% Module 2 Exam
- 15% Participation in Module II
- 30% Team Deliverables (including Pre-Trip Briefing Book Paper, Group Project Report and Presentation, and International Business Insights Memo)

In order to successfully pass this course, a passing grade must be achieved in each Module of PM.Globe. In other words, a passing grade must be received in both Module I and Module II of the course in order to pass the course.

**General Expectations:** Attendance and active participation at all sessions during all three phases of the international field experience is required. **Missing part or all of any session(s) will result in a significant penalty to your grade and may result in your receiving no credit for the entire course.**

**During the international field 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 behavior during the field trip (e.g., unprofessional behavior, disruptive or disrespectful behavior, drunkenness, etc.) will result in receiving a failing grade for the course, being asked to leave the trip, and disciplinary action upon return.**
As a representative of the USC Marshall School, all SCampus policies, including the University Student Conduct Code (see http://web-app.usc.edu/scampus/), and the Marshall School of Business MBA.PM Code of Honor and Standards of Professional Behavior apply to this entire course and to your behavior during the international field trip. From the time you arrive at LAX at the start of the trip to the end of the trip, all conditions in these policies apply. Violations of these policies may result in a failing grade for the entire course. In addition, violations of these policies may be referred to the Office of Student Judicial Affairs and Community Standards (see http://www.usc.edu/student-affairs/SJACS/).

Module II Exam: Fifteen percent of your grade in this class will be determined by an Examination on Module II Material (click on this link for more information).

Participation in Module II: Fifteen percent of your grade in this class will be determined by your participation in Module II, including the Pre-Trip and Post-Trip Saturday conferences and the Meetings and Company Visits during the trip abroad (click on this link for more information).

Team Deliverables: Thirty percent of your grade will be determined by the team deliverables, including the Pre-Trip Briefing Book Paper, the Group Project Report and Presentation, and the International Business Insights Memo (click on this link for more information).

Module I: Forty percent of your grade in this class will be determined by your performance in Module I of the course. Please see the syllabus for Module I for detailed information about this part of your grade.

**IMPORTANT DATES**

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<tr>
<th>Date</th>
<th>Event</th>
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<tr>
<td>Weeks of January 9</td>
<td>Six Class Sessions for Module I</td>
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<td>February 16</td>
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<td>February 4 (Sat.,</td>
<td>First Pre-Trip Conference: Country Specific Training</td>
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<td>8:00AM-5:00PM)</td>
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<td>February 10 (Fri.)</td>
<td>Meet with Faculty Advisor Prior to this Date</td>
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<td>February 16 (Thurs.</td>
<td>Pre-Trip Briefing Book Papers Due</td>
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<td>By 6:30PM)</td>
<td>(One Hardcopy Submitted to the MBA.PM Program Office</td>
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<td></td>
<td>And One Electronic Copy Submitted in PDF format with Turnitin</td>
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<td></td>
<td>Project Proposal Memo Due</td>
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<td></td>
<td>(One Electronic Copy Submitted in PDF format with Turnitin)</td>
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<tr>
<td>February 22 (Wed.)</td>
<td>Obtain Faculty Approval of Project Proposal Memo by this Date</td>
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<tr>
<td>February 25 (Sat.,</td>
<td>Second Pre-Trip Conference: Country Specific Training</td>
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<td>8:00AM-5:00PM)</td>
<td>Module II Exam</td>
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<td>March</td>
<td>Depart from LAX to Brazil, China, Japan, Korea/China, or Singapore/Thailand</td>
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<td>8 or 9 (Thurs. or Fri.)</td>
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<tr>
<td>Week of March 11 to 17</td>
<td>Meetings and Company Visits in Brazil, China, Japan, Korea/China, or Singapore/Thailand</td>
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<tr>
<td>March 18 (Sun.)</td>
<td>Return to LAX from Brazil, China, Japan, Korea/China, or Singapore/Thailand</td>
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April 9 (Mon., -
   By 6:30PM)       Group Project Report and International Business Insights
                   Memo Due
                   (Three Hardcopies Submitted to the MBA.PM Program Office
                   And One Electronic Copy Submitted in PDF format with
                   Turnitin)

April 14 (Sat., -
   9:00AM-2:30PM) Post-Trip Conference: Group Project Presentation Due
                   (Four Hardcopies of Presentation Slides Submitted to Your
                   Faculty and One Electronic Copy Submitted in PDF format with
                   Turnitin by 9:00AM)

EXAM

The Module II Exam is worth 15% of your grade in PM.GLOBE. It will be given during the afternoon of the second
pre-trip conference on Saturday, February 25.

PARTICIPATION

The learning from this Module of the course is largely experiential and participation-based. There will be many
opportunities to ask questions of speakers and faculty members and engage in discussions with speakers and faculty
members. Those who participate more actively will learn more from the experience. In addition, interactions with
guest speakers and members of the business community reflect upon the reputation of USC and the Marshall School,
and thus, professionalism and high quality participation in meetings and visits is expected at all times. The
participation grade will be based on 1) attendance and promptness, 2) alertness and active listening, and 3) quality
(not merely quantity) of participation in discussions and questions asked.

Attendance and Promptness: Attendance at all sessions is mandatory. Showing up on time and remaining for
the full length of all sessions is expected. Missing part or all of any session(s) will result in a significant penalty
to your grade and may result in your receiving no credit for the entire course. Absences for medical reasons
will require a note from a physician.

Alertness and Active Listening: Paying full attention to speakers at all sessions is expected.

Quality of Participation in Discussions and Questions Asked of Speakers: Participation in class
discussions and asking insightful questions of speakers is a very important part of the participation grade. Grading
will be based on the quality, not merely quantity, of participation and questions asked. During the company visits on
the trip, you will have the opportunity to ask questions of speakers at the company on which you are focusing for
your group project as well as at all of the other companies that you will be visiting; your participation grade will be
based on the quality of questions asked at all of the companies visited, not just the company on which your group is
focusing.

TEAM DELIVERABLES

Thirty percent of your grade will be determined by the team deliverables, including the Pre-Trip Briefing Book
Paper, the Group Project Report and Presentation, and the International Business Insights Memo.

Please click on this link for details about the Pre-Trip Briefing Book Paper.

Please click on this link for details about the Group Project Report and Presentation and the International Business
Insights Memo.
You will submit a Project Proposal Memo before beginning your group project (click on this link for details) and obtain the approval of your faculty advisor for your proposal before starting the project. The approved memo serves as an agreement between you and your advisor about the a) appropriate focus, scope, and direction of your group project and b) what you will deliver in the group project report and presentation. If you wish to make any changes to this agreement, you should submit a revised project proposal memo and obtain your faculty advisor’s approval again.

All parts of the team deliverables are the submission of all members of your team. Everyone on your team should review all parts of your team deliverables (including the parts that were written by other team members) to make sure that all the parts are of high quality and are the original work of the team. Everyone on your team is responsible for all parts of your deliverables.

At the end of the course, you will complete peer evaluations of the members of your team. These peer evaluations will be factored into your grade for the team deliverables component of PM.GLOBE.

Please click on this link for details about the peer evaluations.

**ETHICAL ISSUES AND CORPORATE RESPONSIBILITY IN INTERNATIONAL BUSINESS**

Managers involved in international business are frequently confronted with issues related to ethical behavior and corporate responsibility. Different codes of behavior across countries, pressures involved in doing business in environments where corruption is common, and obligations to employees and local communities pose many ethical challenges for managers doing business in the international context. Opportunities for learning about the issues related to ethical behavior and corporate responsibility confronting international managers and understanding the options for dealing with these challenges will be integrated into PM.GLOBE. In Module I of this course, session 6 will focus on global citizenship and corporate responsibility. There will be a plenary session during the Pre-Trip Conferences in which ethical issues will be discussed. The Module II exam will include a question about ethical issues in international business from the plenary session. Finally, at least one of the lessons discussed in your International Business Insights Memo due at the end of Module II should include insights about issues related to ethics and corporate responsibility confronting managers doing business in the county or countries you visited (click on this link for details).

**COMMUNICATION SKILLS COACHING**

In addition to the PM.GLOBE faculty, communications faculty will attend the Post-Trip Conference on April 14 to provide your team with feedback on the group project oral presentation. This coaching by communications faculty is part of the MBA.PM Program’s efforts to provide training to develop your business communications skills at various points during the MBA.PM curriculum.

**READING MATERIAL**

You will receive a course reader with articles pertinent to understanding the country or countries you will be visiting. In addition, you will receive a briefing book with background information about all of the companies and industries you will be visiting; the briefing book will consist of the briefing book papers you and your classmates will prepare (click on this link for details).
**SOURCES OF DATA**

You should make good use of both secondary and primary sources of data for completing your assignments. The USC library system has substantial amounts of online and print references related to international business. The Marshall School Crocker Library has developed a set of International Resources for PM.GLOBE with references to relevant sources of data available through the university. Please consult these International Resources, which can be accessed through the Crocker Library web site (the Crocker Library web site can be found by going to the Marshall School home page and clicking on “Library” in the upper right-hand corner or by going directly to www.marshall.usc.edu/library). On the Crocker Library web site, click on “Research Guides” on the left side of the screen and then under the “General Business Topics” section on the right side of the screen, click on both "International Business and Marketing" and “International Resources.” On the International Resources page, please refer to both the PM.Globe section and the General International Business Resources section. In addition to the Crocker Library web site, there are other sources of data that are listed on the PM.Globe web site (www.marshall.usc.edu/pmglobe) which can be found by clicking on your country or pair of countries under the Destinations section.

In Module I of this course, session 3 will include a workshop on Global Decision-Making with Data. During this workshop, the Crocker librarians will help you identify sources of data that can be used for researching global business issues. After this session, you will complete a decision-making with data group assignment, where you will find crucial data and learn how to use it to build economic and strategic models for making critical global business decisions.

In addition to secondary sources of data, you will have opportunities during the country visits to gain access to primary sources of data. When visiting the company relevant to your project, you will have the opportunity to gather information from managers at that firm. If possible, you should also try to collect other sources of primary data during the trip. You might visit retail outlets relevant to the industry you are studying to see how products are sold in your target country; for example, if studying the auto industry, you might visit car dealerships or if studying packaged foods or drinks, you might visit some grocery stores. You might also try to find and talk to other people who have experience in the industry you are studying to gather additional primary data.

**ACADEMIC INTEGRITY**

USC seeks to maintain an optimal learning environment. USC is committed to the general principles of academic honesty that include and incorporate the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one’s own academic work from misuse by others as well as to avoid using another’s work as one’s own. By taking this course, students are expected to understand and abide by these principles. Violations of academic integrity standards will be treated seriously. Scampus, the USC Student Guidebook, contains the university’s academic integrity standards as part of the University Student Conduct Code (see the University Governance section of Scampus at http://web-app.usc.edu/scampus/). Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty (see http://www.usc.edu/student-affairs/SJACS/).

**SUBMITTING TEAM DELIVERABLES ELECTRONICALLY**

An electronic version of all team deliverables should be submitted in PDF format using the Turnitin feature of Blackboard.

*Please click on this link for details about how to submit team deliverables electronically.*
All submitted work for this course will be subject to an originality review as performed by Turnitin technologies (http://www.turnitin.com) to find textual similarities with other Internet content or previously submitted student work. Students of this course retain the copyright of their own original work, and Turnitin is not permitted to use student-submitted work for any other purpose than (a) performing an originality review of the work, and (b) including that work in the database against which it checks other student-submitted work.

**STUDENTS WITH DISABILITIES**

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to your instructor as early in the semester as possible. Your letter must be specific as to the nature of any accommodations granted. DSP is located in STU 301 and is open 8:30AM to 5:00PM, Monday through Friday. The telephone number for DSP is 213-740-0776.