National University of Singapore
NUS Business School
Department of Management and Organisation

Module Code and Title: MNO3716/MNO3334 Principles of Global Management

Session: Semester 2, 2021/2022
(Tuesdays, 8.30 – 11.30 am)

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Module Description:

This module is designed to sensitize students to the various organizational and managerial issues commonly found in the global business environment. Because of the cross-border differences (social, psychological, political, cultural, religious, economic, legal, governmental, geopolitical, geographical, technological, & ethical) between countries/territories, students are required to adopt a very open mindset in order to fully benefit from this module.

What should global managers know to be effective in today's globalized world? What are the major underlying forces that have caused countries/territories to behave the ways they do in a turbulent environment? What do effective global managers look at in the complex and dynamic business environment of the 21st Century? What are the major aspects of countries/territories which effective global managers should pay attention to in order to create and sustain organization-environment fit for long-term organizational survival and effectiveness? What are the changes that are taking place around the world and how should global managers react to them?

This module will answer these interrelated questions methodically as well as ask new, challenging ones, so as to help global managers navigate and thrive in the complex, borderless environment.

Learning Outcomes:

1. What is global management? What are the major ideas, debates, and questions in global management?

2. What are the current and emerging issues for global business organizations? Why do they matter?

3. How can global managers, building on evidence and knowledge, address current and emerging challenges across countries/territories?

4. What practical steps can one take to become a better manager in a globalized world?

Syllabus:

This is a list of indicative topics. The list may be varied based on needs.

Week	Topic	Text Readings*
1 (Jan 11)	**Lesson 1: Introduction and Overview** What's Happening Around the World?	C&P, Ch 1: Multinational Management in a Changing World
2 (Jan 18)	**Lesson 2: Managing in a Global Environment** Why Do Countries Fare So Differently (Whilst Some Have Prospered, Others Have Faltered or Are Struggling) and How to Start Doing Business with Them?	C&P, Ch 3: The Institutional Context of Multinational Management C&P, Ch 9: International Strategic Alliances: Design & Management
3 (Jan 25)	**Lesson 3: Cultural Differences Across National Contexts** What Cause Countries, Organizations, and People to Behave the Way They Do Around the World?	C&P, Ch 2: Culture and Multinational Management
4 (Feb 1)	**No Class Meeting (Public Holiday)**	
5 (Feb 8)	**Lesson 4: Management Control Across Borders** Why Is It So Difficult to Enforce Organizational Control Measures to Maximize Shareholders' Wealth Around the World?	C&P, Ch 8: Organizational Designs for Multinational Companies C&P, Ch 10: Multinational E-Commerce: Strategies and Structures
6 (Feb 15)	**Lesson 5: Global Business Strategy** How Do Global Managers Know Specifically Where to Locate Their Business Operations Around the World for Optimal Value Creation?	C&P, Ch 5: Strategic Management in the Multinational Company: Content & Formulation C&P, Ch 6: Multinational and Entry-Mode Strategies: Content & Formulation
Mid-Term Break		

(Feb 19 - 27)		
7 (Mar 1)	**Lesson 6: Global Human Resource Management - Quantity, Quality, & Diversity Issues** Where Should Global Managers Source the Human Resources They Need Around the World and How to Develop and Maintain a Strong Workforce Across National Borders?	C&P, Ch 11: International Human Resource Management C&P, Ch 12: HRM in the Local Context: Knowing When & How to Adapt
8 (Mar 8)	**Lesson 7: Managing Host Country Nationals - Individual Considerations & Team Dynamics** What's on the Mind of People Around the World and How to Create Business Synergy via a Win-Win Fit Between Different Types of People and Multinational Companies?	C&P, Ch 7: Small Businesses and International Entrepreneurship: Overcoming Barriers and Finding Opportunities C&P, Ch 16: Teams and Knowledge Management in Multinational Corporations
9 (Mar 15)	**Lesson 8: Cross-Cultural Motivation & Goal Setting** What Do People Look for in Multinational Companies and How to Make Them More Productive Than They Are?	C&P, Ch 14: Motivation in Multinational Companies
10 (Mar 22)	**Lesson 9: Leadership & Communication in Foreign Countries** What Are the Constraints and Difficulties Facing Global Managers When They Lead and Communicate in Foreign Countries?	C&P, Ch 13: International Negotiation and Cross-Cultural Communication C&P, Ch 15: Leadership and Management Behaviour in Multinational Companies
11 (Mar 29)	**Lesson 10: Decision Making, Ethics, & CSR in a Heterogeneous and Yet Interdependent World** Why Is It So Common & Easy for Global Managers to Get into Trouble with the Laws Overseas When All They Do Is Try to Do Their Best for Their Employers?	C&P, Ch 4: Managing Ethical and Social Responsibility Challenges in Multinational Companies
12	**Individual Assessment Case Study (Take-Home Test):**	All materials

Take-Home Test (April 4, Monday, 0830 Hours – April 8, Friday, 2359 Hours)	Submit Your Individual Assessment Case Study Report at LUMINUS >> MNO3716 >> Files >> Individual Assessment Case Study Report Submissions by Friday (April 8), 2359 Hours.	
13 Project Week (Submit by April 14, Thursday, 2359 Hours)	**Individual Project & Presentation:** Submit Your Individual Project & Presentation Report, Presentation Slides, & Video Presentation Record File showing yourself talking about your Report (Maximum 5 Minutes) at LUMINUS >> MNO3716 >> Files >> Individual Project & Presentation Submissions by Thursday (April 14), 2359 Hours. *(Cannot Be Later Than This as the Next Day is a Public Holiday and It's Reading Week After That)*.	-

Main Textbook:

Cullen, John B., & Parboteeah, K. Praveen. (C&P) (2017). Multinational Management: A Strategic Approach. Cengage MindTap Online.

How to get hold of this book:

Online version available for purchase at:
https://www.cengageasiaestore.com/sg/multinational-management-mindtap-12-months-digital-access.html (MindTap, S$35 plus GST for 12 months digital access).

Two hard copies are also available for 2-hour loan at the RBR (Reserve Books and Readings) Section of the NUS Business School's Hon Sui Sen Memorial Library (temporarily relocated to the Central Library).

Supplementary Text:

Doh, J. P. & Luthans, F. (D&L) (2018). International Management: Culture, Strategy, and Behavior. New York: McGraw-Hill. (ISBN 978-1-259-92192-6) (MHID 1-259-92192-1)

How to get hold of this book:

Hard copies are available for purchase at the Forum Bookstore (below NUS Central

Library).

A hard copy is also available for 2-hour loan at the RBR Section of the NUS Business School's Hon Sui Sen Memorial Library (temporarily relocated to the Central Library).

Class Readings:

Lesson 1:

#1. Introduction to Global Management:
    a. Global Management (Video)
    b. What Is Globalization (Video)?

#2. Size and Power of Multinational Corporations and Countries Worldwide:
    a. Fortune Global 500 List
    b. Global 2000 – The World's Largest Public Companies in 2021
    c. List of Countries by GDP (Nominal)
    d. List of Countries by GDP (PPP)
    e. List of Countries by Total Wealth

#3. Ongoing Global Megatrends Impacting MNCs:
    a. The Five Megatrends That Will Shape the Post-COVID World
    b. Post-Covid 19 Management Agenda
    c. The World in 2050 – PWC
    d. Megatrends Shaping Singapore's Future Economic Strategies and Businesses - SBF
    e. Global Trends 2030
    f. Megatrends Shaping 2020 and Beyond – EY Global (Need to Download PDF)
    g. Top Global Mega Trends to 2025 and Their Impact on Business, Cultures and Society
    h. Beyond the Noise: The Megatrends of Tomorrow's World by Deloitte Center for the Long View
    i. 10 Mega Trends That Are (Re)Shaping Our World - Ipsos
    j. Assessment of Global Megatrends – An Update

Lesson 2:

#4. How Much Have Countries Fared Differently?
    a. Best Countries Overall Rankings 2021
    b. The Legatum Prosperity Index 2020
    c. Good Country Index (2018)

#5. Political Institutions Around the World:
    a. The World Factbook by CIA: Government Type by CIA
    b. Worldwide Governance Indicators (2016-2019) (need to download Excel file)

#6. Financial Institutions Around the World:
    a. List of Countries by Credit Rating

#7. Economic Institutions Around the World:
   a. [The Four Types of Economies](#)
   b. [Index of Economic Freedom – Heritage.com (2021)](#)

#8. Administrative (Legal) Institutions Around the World:
   a. [The World Factbook by CIA: Legal Systems of the World](#)
   b. [World Justice Project – Rule of Law Index 2020 (need to download pdf)](#)

#9. Administrative (Religious) Institutions Around the World:
   a. [State Atheism](#)
   b. [State Religion](#)

#10. Administrative (Language) Institutions Around the World:
   a. [List of Official Languages by Country & Territory](#)
   b. [Use of the English Language by Country](#)

#11. Connected (International) Institutions Around the World:
   a. [A Global Ranking of Soft Power (2019)](#)
   b. [Henley Passport Index (2021)](#)
   c. [Internet Censorship and Surveillance by Country](#)
   d. [List of Countries by Internet Users](#)
   e. [Number of Tourist Arrivals by Country (2019)](#)

#12. Demographic (Education) Institutions Around the World:
   a. [China's Three-Child Policy: Why Was It Introduced and What Does It Mean?](#)
   b. [Education Index (2019)](#)
   c. [Program for International Student Assessment: Country Rankings (2018)](#)

#13. Geographical Institution – Country Example:
   a. [Singapore's Urban Redevelopment Master Plan 2019](#)
   b. [India Demolishes Kerala Skyscrapers over Environmental Violations](#)

Lesson 3:

#14. Managerial/Organizational Responses to Differences in National Cultures:
   a. [Managing Cross-Cultural Communication in Multicultural Construction Project Teams: The Case of Kenya and UK](#)
   b. [Chinese Businessman Arrested After Describing Kenyans, Including the President, as 'Monkey People'](#)

#15. Additional National Cultural Dimensions Describing Countries Around the World:
   a. [WVS: Findings and Insights - World Values Survey ("Inglehart-Welzel Cultural Map")](#)
   b. [Country Guides to Culture, Customs, and Etiquette (89 Countries Around the World)](#)

#16. Social Institutions versus Cultural Practices:

   a. [Islam in Saudi Arabia (Required/Endorsed/Encouraged/Given Priority)](#)
   b. [Gay Marriage in Taiwan (Allowed)](#)
   c. ["Normal Religions" Versus Traditional Chinese Belief in China (Not Illegal)](#)
   d. [Falun Gong in China (Prohibited/Outlawed)](#)

#17. Religions Shaping National Cultures:
   a. [Importance of Religion by Country](#)
   b. [What Are the Most Widely Practiced Religions of the World? – The Register](#)
   c. [Countries Compared by Religion](#)

Lesson 4:

#18. Worldwide Governmental Measures to Prevent Abuse of MNC Managerial Control:
   a. [Criminal Sanctions Around the World: Employer Violations of Employment-Related Laws](#)
   b. [Employment Termination Around the World: Employee Job Security Protection](#)
   c. [Post-Termination Restraints Around the World: Prevent Ex-Employees from Working for Competitors](#)
   d. [Minimum Employment Rights Around the World](#)
   e. [Hiring Options Around the World– Full-Time, Part-Time, Fixed Term, Etc.](#)
   f. [Employment Contract & Policies (Like Probation Period, Workplace Policies, Third-Party Approval, Etc.) Around the World](#)
   g. [Preventive Measures Against Employment Discrimination Around the World](#)
   h. [Employment Benefits & Pensions Around the World](#)
   i. [Transfer of Employment Around the World](#)
   j. [Employee Representation Around the World](#)

#19. Outcomes of Worldwide Government Measures to Prevent Abuse of MNC Managerial Control:
   a. [Deloitte Legal Perspectives – International Dismissal Survey (Updated till 2021) (need to download pdf)](#)
   b. [ITUC Global Rights Index 2021 (Worst Countries for Workers) (need to download pdf)](#)

Lesson 5:

#20. Worldwide Country Comparative Advantage in Image/Quality:
   a. [Country Brand Index 2020](#)
   b. [Brand Finance Nation Brands 2020](#)

#21. Worldwide Country Comparative Advantage in Business Management Environment:
   a. [Best Countries for Business – Forbes 2019](#)
   b. [Ease of Doing Business Index 2020](#)
   c. [Trade Openness by Country Around the World 2019 – TheGlobalEconomy.com](#)
   d. [KOF Globalisation Index (need to download XLSX file)](#)
   e. [A Global Foreign Direct Investment Country Attractiveness Index 2020](#)

#22. Worldwide Country Comparative Advantage in Business Value Creation:
   a. The Global Competitiveness Report 2019
   b. World Competitiveness Ranking 2021 – IMD Business School (Click on "IMD World Competitiveness Ranking)

#23. Worldwide Country Comparative Advantage in High-Tech Versus Low-Tech Output:
   a. List of Countries by Economic Complexity (2019)

#24. Worldwide Country Comparative Advantage in Intellectual/Knowledge Production/Protection:
   a. The Global Innovation Index 2020: Who Will Finance Innovation? – Cornell, INSEAD, & WIPO (World Intellectual Property Organization) (Click on "Download Full Report")
   b. Bloomberg Innovation Index 2021
   c. The Automation Readiness Index: Who Is Ready for the Coming Wave of Innovation (2017) (Click on "Indicator Explorer")
   d. International Property Rights Index (2020)
   e. US Chamber IP Index (2020) (Click on "Download Full Report")

Lesson 6:

#25. Human Resource Quantity Across Countries:
   a. List of Sovereign States and Dependencies by Total Fertility Rate (2021)
   b. List of Countries by Population Size (2021)

#26. Human Resource Quality Across Countries:
   a. Human Development Index (2020)

#27. Human Resource Diversity Across Countries:
   a. List of Countries Ranked by Ethnic and Cultural Diversity Level (2021)
   b. Gay Travel Index (2020)
   c. Social Class
   d. Core, Wavering, & Hostile Social Classes in North Korea
   e. Global Slavery Index (2018)
   f. The Global Gender Gap Report (2021)

Lesson 7:

#28. Interpersonal Dynamics & Conflict Resolution in a Multinational Work Environment:
   a. Conflict and Performance in Global Virtual Teams

#29. Law and Order in a Multinational Work Environment:
   a. Law and Order Index – Gallup (2020)
   b. List of Countries by Intentional Homicide Rate (Various Years up Till 2021)
   c. List of Countries by Incarceration Rate (Various Years up Till 2021)

#30. Nationalism in a Multinational Work Environment:

     a.   [Most Patriotic Countries 2021](#)

#31. Personal Safety & Security in a Multinational Work Environment:
     a.   [World Risk Report (2018) (List of Countries by Natural Disaster Risk)](#)
     b.   [Fragile States Index (2021)](#)
     c.   [Quality of Life - Where-to-Be-Born Index (2021)](#)
     d.   [Safest Countries in the World 2021](#)
     e.   [Global Peace Index (2020)](#)
     f.   [Global Terrorism Index (2020)](#)

#32. Freedom of Expression in a Multinational Work Environment:
     a.   [World Press Freedom Index (2021)](#)

#33. Intellectual & Creative Capacity in a Multinational Work Environment:
     a.   [Indigo Score – Infrastructure for Intellectual & Creative Potential (Copyright 2021)](#)

#34. Technological Receptiveness in a Multinational Work Environment:
     a.   [Digital Planet 2017](#)

#35. Psychological Climate in a Multinational Work Environment:
     a.   [Happy Planet Index](#)
     b.   [World Happiness Report (2021)](#)
     c.   [CAF World Giving Index (2021)](#)

Lesson 8:

#36. Diverse Work Values Across Countries
     a.   [Cross-Cultural Employee Motivation in International Companies](#)

#37. Legally Sanctioned Minimum Wage Laws Across Countries
     a.   [List of Minimum Wages by Country (Up till 2021)](#)

#38. Social Inequality & Immobility Across Countries
     a.   [Fair Progress? Economic Mobility across Generations Around the World Report](#)
     b.   [Social Mobility by Country 2021](#)
     c.   [A Multigeneration View of Inequality](#)
     d.   [List of Countries by Income Inequality (Gini Coefficient by Country 2021)](#)
     e.   [Wealth Inequality by Country (2021)](#)

#39. State of the Job Market Across Countries
     a.   [List of Countries by Unemployment Rate (Over the Years up till 2021)](#)

#40. Level of Personal Income and Wealth Across Countries
     a.   [List of Countries by GDP (Nominal) Per Capita (2021)](#)
     b.   [List of Countries by GDP (PPP) Per Capita (2021)](#)
     c.   [List of Countries by Wealth Per Adult (2021)](#)

Lesson 9:

#41. Native versus Non-Native English Speakers in Cross-Cultural Communication:
   a. [Working with Global Virtual Teams: A Case Study Reality Check on Intercultural Communication Best Practices](#)

#42. Task Versus People-Centric Leadership Across Cultures:
   a. [8 Tips on How to Impress Senior Leaders Across Cultures](#)
   b. [How Does Leadership Vary Across the Globe?](#)
   c. [What Leadership Looks Like in Different Cultures?](#)

#43. Leadership Styles Across Cultures:
   a. [Business Insider: 24 Charts of Leadership Styles Around the World](#)

#44. Active-Reactive Communication Cultures Around the World:
   a. [When Cultures Collide: Leading Across Cultures](#)

#45. Non-Verbal Communication Across Cultures:
   a. [Cultural Variations in Gestures](#)
   b. [Making Eye Contact: What Are You Saying in Different Cultures?](#)

Lesson 10:

#46. Ethics Across Businesses & What Religions Have to Say About Business Ethics?
   a. 2021 Global 100 Ranking [(CSR)](#)
   b. [Islamic Business Ethics](#)
   c. [Christian Ethics and Spirituality in Leading Business Organizations](#)
   d. [A Business Ethics in 21st Century: Buddhist Perspective](#)
   e. [Inter-Religious Organisation, Singapore](#)

#47. CSR & Sustainable Development Across Countries: Whose Business Is It?
   a. [Environmental Vulnerability Index](#)
   b. [Climate Change Performance Index (2021) (Click to "Download")](#)
   c. [Environmental Performance Index (2020)](#)
   d. [List of Countries by Ecological Footprint (2021)](#)
   e. [SDG (Sustainable Development Goals) Index & Dashboards (2021)](#)
   f. [Sustainable Economic Development Assessment – BCG (2020)](#)
   g. [Sustainable Society Index (2018)](#)

#48. Corrupt Business Practices Around the World:
   a. [Corruption Perceptions Index (2020)](#)

Modes of Learning:

Classes will be conducted in a seminar format.

The course will be learner-centred. We shall adopt norms of openness, participation, and preparedness because much of the learning in this course will be through peer- and self-learning.

You will also learn from a variety of readings and resources that we will examine throughout the course. Learning activities include analyses of cases, debates, critiques of papers, and others.

Learners' Responsibilities:

Everyone in this class is responsible for creating a positive and supportive learning environment. You are encouraged to ask questions, comment, and be intellectually critical, while displaying courtesy, consideration, and openness to others.

We will be using group exercises as part of the learning process. You have a responsibility to your group to be prepared for the exercises and play your part.

At some point in the semester you will (working in groups) be put in charge of part of a class session. Please make sure you are well prepared to lead the discussion for that session.

Outside of classes, our main mode of communication with the class will be via LUMINUS and e-mail. It will be your responsibility to check your NUS mailbox regularly, and to read the announcements, updates, and other materials uploaded to LUMINUS.

Academic Honesty: No Plagiarism

Please acknowledge all references and sources that you use in your work. This is not just good manners but also academic honesty. Please note the NUS Business School policy below:

> "Academic integrity and honesty are essential for the pursuit and acquisition of knowledge. The University and School expect every student to always uphold academic integrity & honesty. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.
>
> Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule: You have the obligation to make it clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor."

Additional guidance is available at:

http://nus.edu.sg/osa/resources/code-of-student-conduct

<u>Academic Privilege Under the Copyright Act of Singapore:</u>

Please do not keep in your possession any materials that add up to or represent an unauthorized reproduction of more than ten percent (10%) of any specific published work (e.g., book, journal, magazine, etc.) unless you have obtained the required permission from the publishers and the copyright owners.

<u>Assessment Methods:</u>

Group Case Study & Presentation (Lessons 3-10):	20%
Individual Forum Participation (Lessons 3-10):	20%
Individual Assessment Case Study (Week 12, Monday 0830 - Friday 2359 Hours):	30%
Individual Project & Presentation (By Week 13, Thursday, 2359 Hours):	30%

<u>Group Case Study & Presentation (Lessons 3-10) (Maximum 20%)</u>

The students will form 8 Teams of several members each.

Each Team please study and share with the class one of the case studies assigned for Lessons 3-10.

Each sharing session will not be longer than 15 minutes in total.

The Presentation Team please elect one representative to post a video record (or the Internet link to the record) of your team's presentation (showing yourselves talking about the case study) as well as the PowerPoints slides used in the presentation at LUMINUS >> MNO3716 >> Forum >> Lesson X before the start of the relevant lesson.

There should be a Q&A (Questions and Answers) segment (part of the 15 minutes) at the end of your team's presentation to address actual/potential questions from the audience.

The Presentation Team may use the inputs from the members of the audience in their presentation. Please individually acknowledge audience's contributions in your presentation video.

If you have made reference to any published or unpublished sources of info in your presentation, please list them at the end of your presentation.

The assessment strategy (including teamwork, depth of analysis, and audience involvement) for this assessment component is detailed on the last page of this course outline.

You need not fulfil all the recommended elements of the assessment strategy given the current constraints of the learning environment.

After the presentation, all members of the Presentation Team please individually provide the instructor with your feedback on each other's relative contributions to the group presentation preparatory process. Equal marks will be given to all the members of the Presentation Team in the absence of feedback to the contrary.

Individual Forum Participation (Lessons 3-10) (Maximum 20%)

For each of Lessons 3-10, when you are not in the Group Case Study and Presentation Team doing the presentation, as a member of the audience you may independently post up to 5 ideas (each idea written in one paragraph; write all ideas in one posting for the week) at the LUMINUS >> MNO3716 >> Forum >> Lesson X to help the Presentation Team answer the case questions.

For each timely and relevant idea (complete with appropriate explanation & justification) you suggest to the Team, you earn one mark (= 1 percentage point).

The instructor will rate your posting for the week with "stars" (1 star = 1 mark).

Please see the last page of this course outline for an example.

You must post your ideas at least 72 hours before the relevant lesson starts to be eligible for earning the marks.

You may earn up to 5 marks (one idea = one mark = one percentage point) for helping the Presentation Team each week.

Only members of the audience may do this to earn marks. If you are a member of the Presentation Team doing the presentation for the week, you need not do this (if you do so, no marks will be awarded to you).

Each of the ideas you offer to help the Presentation Team must be constructive and useful and related to this module.

This may take the form of specific and substantiated opinions, comments, examples, suggestions, critiques, questions, discussions, personal experiences, readings (of journals, newspapers, magazines, etc.), or the likes.

Please include the web-links or sources of the readings which you make reference to for each of the ideas you submit. If your idea is based on personal experiences, please describe the context of the experience succinctly.

You must not revise your ideas when the "-72 hours" deadline is over. The LUMINUS database will record the time of your original submission and the time of your most recent revision, if any. Your ideas will be considered late and not considered for marking purposes if the LUMINUS records show that you have revised your ideas after the "-72 hours" deadline for the relevant lesson is over. Similarly, late submissions will not be awarded marks.

Individual Assessment Case Study (Week 12, Monday 0830 – Friday 2359 Hours) (Maximum 30%)

In Week 12, there will be a take-home test in the form of an online Individual Assessment Case Study for you to complete.

An assessment case study with a question will be posted at LUMINUS >> MNO3716 >> Files >> Individual Assessment Case Study on the Monday of Week 12 at 0830 Hours and you will submit your Individual Assessment Case Study Report at LUMINUS >> MNO3716 >> Files >> Individual Assessment Case Study Report Submissions by Friday 2359 Hours of the same week.

The assessment case study will ask you to review this module and apply what you have learned by answering the case question posed. Please answer the case question accurately ("to the point").

Individual Project & Presentation (By Week 13, Thursday, 2359 Hours) (Maximum 30%)

The official project week for this module is Week 13. You can start doing it earlier than scheduled.

Each student will post an Individual Project & Presentation Report (maximum 2,400 words in main text), the presentation slides used in your individual presentation, and a video presentation record file (or the Internet link to the file) (maximum 5 minutes featuring yourself talking about your Report) at LUMINUS >> MNO3716 >> Files >> Individual Project & Presentation Submissions by Week 13, Thursday, 2359 hours.

Your Report can be on any topic (give it a project title of your choice) that is relevant to this module. It must shed insight (something new, useful, and not available elsewhere) on the issue (or issues, if you wish) chosen to enlighten our understanding of the subject matter.

The more insights a typical manager in the real world can learn from your Report, the more marks will be awarded to you.

You may generate such insights via opinion surveys, interviews with practitioners/employees, provocative reviews of relevant publications or issues on hand, or others.

The time limit of 5 minutes on your individual video presentation record is a big challenge because you must be very clear about how your Report adds value to our knowledge of global management.

If you have collected raw data for your Report, including questionnaire surveys, interviews with respondents, email exchanges with practitioners, etc., please include them in the Appendices to your Report. There are no word limits on Appendices.

You may consider using this structure for your report:

– Introduction

- Purpose of the Study
- Study Design/Methodology
- Findings
- Implications
- Discussions
- Conclusion
- References
- Appendices

References and Appendices are not subject to the words count limit.

You may also check any academic journal papers to see how a research report may be structured.

Please add/remove/rename sections/subsections based on your needs.

Please see the last page of this handout (ignore the Teamwork portion) for tips on how to do a good individual presentation.

You need not fulfil all the recommended elements of the marking scheme given the current constraints of the learning environment.

MNO3716/MNO3334 Principles of Global Management
Group Case Study & Presentation Registration Form

The Presentation Team please elect one representative to post the video record of your team's presentation (maximum 15 minutes) as well as the PowerPoint slides used in your team's presentation at LUMINUS >> MNO3716 >> Forum >> Lesson X before the relevant lesson starts. Members of the audience please independently post up to 5 ideas each week (at least 72 hours before the relevant lesson starts to qualify for credits) at LUMINUS >> MNO3716 >> Forum >> Lesson X to help the Presentation Team prepare for their presentation.

Lesson	Case Title	Team Members*
1	-	---
2	Group Study Practice (Not Graded): **Danone's Wrangle with Wahaha**	For this practice, all 8 Teams please elect a team representative each to post your team's findings (in PowerPoint slides) at LUMINUS >> MNO3716 >> Forum >> Lesson 2 before Lesson 2 starts. For this practice, you need not post any video record or any ideas to help any other teams. One team will be selected to share their findings during Lesson 2.
3	**Coca-Cola in India**	**Team 3:** _____ _____ _____ _____
4	**Euro Disneyland**	**Team 4:** _____ _____ _____ _____
5	**Walmart's Global Strategies**	**Team 5:** _____ _____ _____ _____
6	**Student Advocacy and 'Sweatshop' Labour: The Case of Russell Athletic**	**Team 6:** _____ _____ _____ _____
7	**Chiquita's Global Turnaround**	**Team 7:** _____ _____ _____ _____
8	**IKEA's Global Renovations**	**Team 8:** _____ _____ _____ _____
9	**Google in China: Protecting Property and Rights**	**Team 9:** _____ _____ _____ _____
10	**TOMS Puts Its Right Foot Forward**	**Team 10:** _____ _____ _____ _____

*Note: More members may join your team later.

For In-Class Sharing/Presentation, Some Examples of Good Teamwork, Depth of Analysis, and Audience Involvement Are:

Good Teamwork: All team members are present and speak; not ideal for some to escape speaking as we train leaders of tomorrow; clear roles for all team members; members do not contradict one another; good flow from one member to another; others.

Depth of Analysis: Relevant real-life examples, references of published articles, and ideas beyond textbooks are to be rewarded; use of relevant concepts taken from textbooks is a basic requirement; issues that should be tackled given the case questions must be clearly specified to the audience; at the minimum, presenters must know what questions to ask of the audience; others.

Audience Involvement/Engagement: An elated audience should be taken as a good reason for giving more marks for audience involvement/engagement; asking specific students to answer questions can be taken as an active strategy to stimulate discussion---rather than ask a question and wait and no one answers; amount of interactions between the presenters and the audience is another indicator; innovative techniques like role play and skits should be rewarded; good graphic presentations should be regarded as helping the audience stay attentive and given recognition; others.

An Example of Acceptable Idea Contributed by a Member of the Audience to Help the Presentation Team (Worth One Mark)

"By combining commercial objectives and social goals, TOMS can increase the impact of CSR efforts as usually CSR does not involve in profit making objectives. By combining, it allows businesses to make a profit while still doing good for the society. It allows the social goals to be more economically viable. The two might conflict when TOMS start to focus more on making profit rather than keeping the best interest of social responsibility in mind. When tensions emerge between social and business demands, organisations often end up prioritising just one or the other. In corporations, for example, profit pressures threaten social initiatives, minimising their impact and influence.
https://socialinnovation.blog.jbs.cam.ac.uk/2018/05/10/sustaining-social-and-business-objectives-simultaneously/"