

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

**Course Code and Title:** MNO3716 Principles of Global Management

**Session:** Semester 2, 2024/2025  
(Wednesdays, 8.30-11.30 AM)

**Course Instructor:** A/P Lim Ghee Soon  
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**Course Description:**

This course 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 course.

What should global managers know to be effective in today's globalized world despite geopolitical tensions and the threat of "deglobalisation"? 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 21<sup>st</sup> Century? What are the major aspects of countries/territories which effective global managers should pay attention to in order to create and sustain an organization-environment fit for long-term organizational survival and prosperity? What are the changes that are taking place around the world and how should global managers react to them?

This course 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:**

Below is an indicative schedule. The class schedule may be amended when necessary, e.g., to take advantage of other opportunities for learning.

<b><u>Instructional Week</u></b> Date	<b><u>Topic</u></b>	<b><u>Text Readings*</u></b>
<b>1</b> Jan 15	<b><u>Lesson 1: Introduction and Overview</u></b> What's Happening Around the World?	Doh et al Chap 1: Globalization and International Linkages
<b>2</b> Jan 22	<b><u>Lesson 2: Managing in a Global Environment</u></b> Why Do Countries Fare So Differently (Whilst Some Have Prospered, Others Have Faltered or Are Struggling) and How to Start Doing Business with Them?	Doh et al Chap 2: The Political, Legal, and Technological Environment  Doh et al Chap 9 (First Half): Entry Strategies and Organizational Structures
<b>3</b> Jan 29	<b><u>No Class Meeting</u></b> Public Holiday (Chinese New Year Jan 29-30)	
<b>4</b> Feb 5	<b><u>Lesson 3: Cultural Differences Across National Contexts</u></b> What Cause Countries, Organizations, and People to Behave the Way They Do Around the World?	Doh et al Chap 4: The Meanings and Dimensions of Culture  Doh et al Chap 5: Managing Across Cultures
<b>5</b> Feb 12	<b><u>Lesson 4: Management Control Across Borders</u></b> Why Is It So Difficult to Enforce Organizational Control Measures to Maximize Shareholders' Wealth Around the World?	Doh et al Chapter 11: Management Decision and Control  Doh et al Chap 9 (Second Half): Entry Strategies and Organizational Structures
<b>6</b> Feb 19	<b><u>Lesson 5: Global Business Strategy</u></b> How Do Global Managers Know Specifically Where to Locate Their Business Operations Around the World for Optimal Value Creation?	Doh et al Chap 8: Strategy Formulation and Implementation
<b><u>Mid-Term Break (No Class Meeting)</u></b> (Feb 22-Mar 2)		

<p>7 Mar 5</p>	<p><b><u>Lesson 6: Global Human Resource Management - Quantity, Quality, &amp; Diversity Issues</u></b> 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?</p>	<p>Doh et al Chapter 6: Organizational Cultures and Diversity</p> <p>Doh et al Chap 14 (Second Half): Human Resource Selection and Development across Cultures</p>
<p>8 Mar 12</p>	<p><b><u>Lesson 7: Managing Host Country Nationals - Individual Considerations &amp; Team Dynamics</u></b> 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 MNCs?</p>	<p>Doh et al Chap 10: Managing Political Risk, Government Relations, and Alliances</p> <p>Doh et al Chap 14 (First Half): Human Resource Selection and Development across Cultures</p>
<p>9 Mar 19</p>	<p><b><u>Lesson 8: Cross-Cultural Motivation &amp; Goal Setting</u></b> What Do People Look for in MNCs and How to Make Them More Productive Than They Are?</p>	<p>Doh et al Chap 12: Motivation across Cultures</p>
<p>10 Mar 26</p>	<p><b><u>Lesson 9: Leadership &amp; Communication in Foreign Countries</u></b> What Are the Constraints and Difficulties Facing Global Managers When They Lead and Communicate in Foreign Countries?</p>	<p>Doh et al Chap 7: Cross-Cultural Communication and Negotiation</p> <p>Doh et al Chap 13: Leadership across Cultures</p>
<p>11 Apr 2</p>	<p><b><u>Lesson 10: Decision Making, Ethics, &amp; CSR in a Heterogeneous and Yet Interdependent World</u></b> Why Is It So Common &amp; 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?</p>	<p>Doh et al Chap 3: Ethics, Social Responsibility, and Sustainability</p>
<p>12 Apr 9</p>	<p><b><u>Lesson 11 (First Hour): Course Review Quiz (Individual-Based)</u></b></p> <ul style="list-style-type: none"> <li>• To be held at HSS Auditorium (next to Hon Sui Sen Memorial Library)</li> <li>• Answer 30 MCQs in 45 minutes in paper-and-pen/pencil format</li> <li>• Open-book but only up to TEN (10) A4-sized pages of personal notes</li> </ul>	<p>Lesson transcripts, slides, and points of learning derived from lessons/case studies as covered by this course</p>

	(handwritten/typewritten) are allowed during the test with no access to any electronic equipment	
<b>13</b> Apr 14 (Mon) 0830 Hours – April 17 (Thu) 2359 Hours	<b><u>Individual Assessment Case Study (Take-Home Test) (Online Submission)</u></b> <ul style="list-style-type: none"> <li>• Open-book</li> <li>• An Individual Assessment Case Study will be posted at CANVAS &gt;&gt; MNO3716 &gt;&gt; Assignments &gt;&gt; Individual Assessment Case Study at 0830 Hours on the Monday of Week 13</li> <li>• Submit your Individual Assessment Case Study Report (Answers) at the same location (via file attachment) by Thursday, 2359 Hours of the same week</li> </ul>	All materials

**Main Textbook:**

*Jonathan Doh, Fred Luthans, & Ajai Gaur (Doh et al) (2024). International Management: Culture, Strategy, and Behavior (12th Edition). New York: McGraw-Hill. (ISBN10: 1266061312; ISBN13: 9781266061318)*

- Hardcopy and online versions are available for purchase at: <https://www.mheducation.com.sg/international-management-culture-strategy-and-behavior-ise-9781266097904-asia-group>
- A hard copy is available for 2-hour loan at the RBR (Reserve Books and Readings) Section of the NUS Business School’s Hon Sui Sen Memorial Library (Book Call Number: HD62.4 Doh 2024).

**Supplementary Text:**

*Cullen, John B., & Parboteeah, K. Praveen. (C&P) (2017). Multinational Management: A Strategic Approach. (7<sup>th</sup> Edition). Cengage MindTap Online.*

- Online version is available for purchase at (discounted price): <https://www.cengageasiaestore.com/sg/multinational-management-mindtap-12-months-digital-access.html> (MindTap, 12 months digital access).
- Two hard copies are available for 2-hour loan at the RBR Section of the NUS Business School’s Hon Sui Sen Memorial Library. (Book Call Number: HD62.4 Cul 2017).

**Class Readings:**

**Lesson 1:**

- #1. Introduction to Global Management:
  - a. [What Is Globalization? \(Video\)](#)

- #2. Size and Power of MNCs and Countries Worldwide:
  - a. [Fortune Global 500 List \(2024\)](#)
  - b. [Forbes Global 2000 – The World’s Largest Public Companies in 2024](#)
  - c. [List of Countries by GDP \(Nominal\) \(2024\)](#)
  - d. [List of Countries by GDP \(PPP\) \(2024\)](#)
  - e. [List of Countries by Total Wealth \(2023\)](#)
  
- #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 in the Next 50 Years - SBF](#)
  - e. [Global Trends 2030](#)
  - f. [Megatrends Shaping 2020 and Beyond – EY Global \(Click on “Download Report”\)](#)
  - g. [Mega Trends in 2040: Transformative Trends Set to Reshape the World](#)
  - 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 \(2024\)](#)
  - b. [The Legatum Prosperity Index \(2023\)](#)
  - c. [Good Country Index \(2022\)](#)
  
- #5. Political Institutions Around the World:
  - a. [The World Factbook by CIA: Government Type by CIA](#)
  - b. [Worldwide Governance Indicators \(1996-2023\)](#)
  
- #6. Financial Institutions Around the World:
  - a. [List of Countries by Credit Rating \(updated up to 2024\)](#)
  
- #7. Economic Institutions Around the World:
  - a. [The Four Types of Economies](#)
  - b. [Index of Economic Freedom – Heritage.com \(2024\)](#)
  
- #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 2024](#)
  
- #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. [Global Rankings of Soft Power \(2024\)](#)
  - b. [Henley Passport Index \(2024\)](#)
  - c. [Internet Censorship and Surveillance by Country \(2022\)](#)
  - d. [List of Countries by Internet Users \(updated up to 2023\)](#)
  - e. [Number of Tourist Arrivals by Country \(2023\)](#)
- #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 \(2022\)](#)
- #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: World Values Survey \(Inglehart-Welzel Cultural Map\) \(Click on "Findings & Insights\)](#)
  - b. [Country Guides to Culture, Customs, and Etiquette \(Over 80 Countries Around the World\)](#)
- #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 \(2022\)](#)
  - b. [What Are the Most Widely Practiced Religions of the World? – The Register \(2023 estimates\)](#)
  - 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 Resulting from Mergers & Acquisitions Around the World](#)
- j. [Employee Representation \(Labour Unions\) Around the World](#)

#19. Outcomes of Worldwide Government Measures to Prevent Abuse of MNC Managerial Control:

- a. [Deloitte Legal Perspectives – International Dismissal Survey](#)
- b. [ITUC Global Rights Index 2024 \(Worst Countries for Workers\)](#)

### Lesson 5:

#20. Worldwide Country Comparative Advantage in Image/Quality:

- a. [IPSOS Nation Brands Index 2023](#)
- b. [BrandFinance Nation Brands 2024](#)
- c. [Bloom Consulting Country Brand Ranking 2024-2025](#)

#21. Worldwide Country Comparative Advantage in Business Management Environment:

- a. [Best Countries for Business 2024](#)
- b. [Business Entry Index 2024](#)
- c. [Trade Openness by Country Around the World 2023 – TheGlobalEconomy.com](#)
- d. [KOF Globalisation Index 2023](#)
- e. [Global Attractiveness Index – The Thermometer of a Country’s Attractiveness 2024](#)

#22. Worldwide Country Comparative Advantage in Business Value Creation:

- a. [Global Talent Competitiveness Index 2023 \(by INSEAD & adopted by World Economic Forum\)](#)
- b. [World Competitiveness Ranking 2024 – IMD \(International Institute for Management Development\) \(Click on “Rankings Full List of Results\)](#)
- c. [World Talent Ranking \(2024\) – IMD \(International Institute for Management Development\)](#)
- d. [Smart City Index 2024 – IMD \(International Institute for Management Development\)](#)

#23. Worldwide Country Comparative Advantage in High-Tech Versus Low-Tech Output:

- a. [List of Countries by Economic Complexity \(2021\)](#)

#24. Worldwide Country Comparative Advantage in Intellectual/Knowledge Production/Protection:

- a. [The Global Innovation Index \(2024\) \(Click on “Download Report”\)](#)
- b. [Bloomberg Innovation Index 2021](#)
- c. [International Property Rights Index \(2024\)](#)
- d. [US Chamber IP Index \(2024\) \(Click on “Download Full Report”\)](#)

### Lesson 6:

- #25. Human Resource Quantity Across Countries:
  - a. [List of Sovereign States and Dependencies by Total Fertility Rate \(2024\)](#)
  - b. [List of Countries by Population Size \(2023\)](#)
  
- #26. Human Resource Quality Across Countries:
  - a. [UN Human Development Report \(2024\)](#)
  
- #27. Human Resource Diversity Across Countries:
  - a. [List of Countries Ranked by Ethnic and Cultural Diversity Level](#)
  - b. [Gay Travel Index \(2024\)](#)
  - c. [Social Class](#)
  - d. [Core, Wavering, & Hostile Social Classes in North Korea](#)
  - e. [Global Slavery Index \(2023\)](#)
  - f. [The Global Gender Gap Report \(2024\)](#)

### **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 \(2023\) \(Click on Download PDF\)](#)
  - b. [List of Countries by Intentional Homicide Rate \(2023\)](#)
  - c. [List of Countries by Incarceration Rate \(2024\)](#)
  
- #30. Nationalism in a Multinational Work Environment:
  - a. [Most Patriotic Countries](#)
  
- #31. Personal Safety & Security in a Multinational Work Environment:
  - a. [World Risk Report \(2024\)](#)
  - b. [Fragile States Index \(2024\)](#)
  - c. [Quality of Life - Where-to-Be-Born Index \(Mid-2024\)](#)
  - d. [Global Peace Index \(2024\)](#)
  - e. [Global Terrorism Index \(2024\)](#)
  
- #32. Freedom of Expression in a Multinational Work Environment:
  - a. [World Press Freedom Index \(2024\)](#)
  
- #33. Intellectual & Creative Capacity in a Multinational Work Environment:
  - a. [Intellectual Capital Index 2023](#)
  
- #34. Technological Receptiveness in a Multinational Work Environment:
  - a. [IMD World Digital Competitiveness Ranking 2024](#)
  
- #35. Psychological Climate in a Multinational Work Environment:
  - a. [World Happiness Report \(2024\)](#)
  - b. [CAF World Giving Index \(2024\)](#)

### **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 \(as of 2024\)](#)
- #38. Social Inequality & Immobility Across Countries
  - a. [Fair Progress? Economic Mobility across Generations Around the World Report \(2018\)](#)
  - b. [Social Mobility by Country 2020](#)
  - c. [A Multigeneration View of Inequality](#)
  - d. [List of Countries by Income Inequality \(Gini Coefficient by Country 2022\)](#)
  - e. [Wealth Inequality by Country \(2021\)](#)
- #39. State of the Job Market Across Countries
  - a. [List of Countries by Unemployment Rate \(as of 2024\)](#)
- #40. Level of Personal Income and Wealth Across Countries
  - a. [List of Countries by GDP \(Nominal\) Per Capita \(2024\)](#)
  - b. [List of Countries by GDP \(PPP\) Per Capita \(2024\)](#)
  - c. [List of Countries by Wealth Per Adult \(2023\)](#)

### **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. [2024 Global 100 Ranking \(Most Sustainable Businesses\)](#)
  - 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 \(as of 2022\)](#)
- b. [Climate Change Performance Index \(2025\)](#)
- c. [Environmental Performance Index \(2024\)](#)
- d. [List of Countries by Ecological Footprint \(accessed in 2024\)](#)
- e. [SDG \(Sustainable Development Goals\) Index & Dashboards \(as of 2024\)](#)
- f. [Sustainable Economic Development Assessment – BCG \(2020\)](#)
- g. [Sustainable Cities Index by Arcadis \(2024\)](#)
- h. [IMD Sustainable Trade Index \(2024\)](#)

#48. Corrupt Business Practices Around the World:

- a. [Corruption Perceptions Index \(2023\)](#)

### **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 CANVAS 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 CANVAS.

### **Academic Honesty: No Plagiarism**

Please acknowledge all references and sources that you used 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:

<https://studentconduct.nus.edu.sg/wp-content/uploads/NUS-Code-of-Student-Conduct.pdf>

### **Academic Privilege Under the Copyright Act of Singapore:**

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.

### **Assessment Methods:**

Group Case Study & Presentation (Lessons 3-10):	20%
Individual Pre-Class CANVAS Discussions Participation (Lessons 3-10):	20%
Course Review Quiz (Individual-Based) (Understanding of Concepts & Practices):	30%
Individual Assessment Case Study (Application of Concepts and Principles):	30%

### **Group Case Study & Presentation (Lessons 3-10) (Maximum 20%)**

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 20 minutes (including Q&A).

The Presentation Team please elect one representative to post the PowerPoint slides to be used in your in-class presentation at CANVAS >> MNO3716 >> Discussions >> Lesson X before the start of the relevant lesson.

Please use the timely inputs from the audience (see the next assessment component) at CANVAS >> MNO3716 >> Discussions >> Lesson X to improve your presentation and individually acknowledge their contributions.

Post a dummy response with "." as the heading and "." as the content to access the audience's contributions.

List the references (if any) at the end of your group presentation slides.

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

Peer-evaluation: All members within the team will each independently rate each of their teammates' contributions to the group efforts immediately after the in-class presentation using this scale: 0=not at all; 1=little; 2=some; 3=substantial; 4=very substantial; 5=maximum that can be expected. Please use the peer evaluation form available at CANVAS >> MNO3716 >> Files >> Teamwork Peer Evaluation Form and email it to the instructor directly. You need not do this if you feel all the teammates deserve the same grade for the work.

### **Individual Pre-Class CANVAS Discussions 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 CANVAS >> MNO3716 >> Discussions >> Lesson X to help the Presentation Team answer the case questions.

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

The instructor will keep a score sheet of the marks you earn for this assessment component.

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

Late submissions will not be graded.

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 presentation for the week, you need not do this (if you do so, no marks will be awarded to you).

Please do not revise your posting after the -72 hours deadline is over. If you do so, your posting will be considered late and not graded.

You must not read other class members' postings before you post your own ideas.

If you do not intend to earn audience contributions credits for the week but wish to read other classmates' postings, you may do a dummy posting with "." as the heading and "." as the message to access the postings at CANVAS >> MNO3716 >> Discussions >> Lesson X anytime. Otherwise, please do not do dummy posting when you are a member of the audience.

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

Please include the web-links/sources of references - if any - for each of the ideas you submit. If your idea is based on personal experiences, please describe the context of the experience succinctly.

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

**Course Review Quiz (Individual-Based) (Maximum 30%) (Understanding of Concepts & Practices) (To Be Held at HSS Auditorium)**

In Lesson 11 (First Hour) [Week 12], there will be a Course Review Quiz for you to complete.

The test will be held at HSS Auditorium (next to Hon Sui Sen Memorial Library).

It will be timed (45 minutes) with 30 multiple-choice questions.

The test will be open-book but only up to TEN (10) A4-sized pages of personal notes (handwritten/typewritten) are allowed during the test with no access to any electronic equipment.

The test will be based on the 10 lesson transcripts, slides, and points of learning derived from the lessons/case studies covered by this course.

**Individual Assessment Case Study (Application of Concepts and Principles) (Maximum 30%) (Online Submission)**

In Weeks 13, there will be a take-home test in the form of an Individual Assessment Case Study for you to complete.

An assessment case study with a question will be posted at CANVAS >> MNO3716 >> Assignments >> Individual Assessment Case Study at 0830 Hours on the Monday of Week 13 and you will submit your Individual Assessment Case Study Report (Answers) at the same location (via file attachment) by Thursday, 2359 Hours of the same week.

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

Late submissions will not be graded.

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**Group Case Study & Presentation Registration Form**

The Presentation Team please elect a Team Representative to post the presentation slides to be used in your in-class presentation (maximum 20 minutes including Q&A) at CANVAS >> MNO3716 >> Discussions >> Lesson X before the start of the relevant lesson.

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 CANVAS >> MNO3716 >> Discussions >> Lesson X to help the Presentation Team prepare for their presentation.

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

\*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 the course materials is a basic requirement; issues that should be tackled given the case questions must be clearly specified to the audience; citations of pre-class audience contributions will add a lot of weight to your presentation; 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 classmates to answer questions can be taken as an active strategy to stimulate discussion; 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/>”