

**ISE 4304 GLOBAL ISSUES IN INDUSTRIAL MANAGEMENT**  
*Course Syllabus and Schedule for Spring Semester 2014*  
*Mondays and Wednesdays 2:30 - 3:45 p.m.*  
*Whittemore 300*

**INSTRUCTOR**

**Dr. Navid Ghaffarzadegan, Assistant Professor** (navidg@vt.edu)

Grado Department of Industrial and Systems Engineering

Office: 231 Durham Hall

Office hours: Mondays 4-6pm by appointment and other times by appointment. Office hours may need to change some weeks -- any changes will be communicated.

**Course website:** Scholar will be used as the online course environment for this course. The course web site is accessible at: <http://learn.vt.edu/>

**Teacher Assistants**

<p><b>Arash Baghaei Lakeh</b> (arashb@vt.edu) Office: 559 Whittemore Office hours: Tuesdays 1:00-3:00pm by appointment.</p>	<p><b>Martha (Missie) Smith</b> (mis16@vt.edu). Office: 519J Whittemore Office hours: Wednesdays 10:45- 12:45 by appointment.</p>
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**REQUIRED TEXTS**

1. Hill, Charles. International Business: Competing in the Global Marketplace, 9th Edition, McGraw-Hill Irwin.
2. Additional readings. These are identified on the class schedule and students will either download readings as pdf's from the course Web site or acquire them electronically using the VT Library or other sources (e.g., GoogleScholar).
3. Powerpoint slides (will be shared after each session)

**Course Description:**

For better understanding of global issues that industrial managers face, we will explore: 1) several **methods** of analyzing environmental and industrial trends, and 2) several major **current global challenges** that organizations face. The goal is to provide tools and techniques of understanding political, social, environmental, and cultural dynamics that industrial managers should consider in order to success in the world economy.

**Course Structure:**

This course includes three major modules (1. Introduction to global issues, 2. Methods, and 3. Current trends) and involves lectures, discussions, and case studies. The final grade will be based on individual and team effort. The week will typically begin with a discussion of a topic and this will be followed by case study discussions or debates and presentations. All students are expected to participate in the class and contribute to their team assignments.

## METHOD OF GRADING:

Item	Type of Assignment	Weight in Overall Course Grade
1. Exam 1	Individual	20%
2. Exam 2	Individual	25%
3. Essay 1	Teams of 4-5 students*	20%
4. Essay 2	Teams of 4-5 students	20%
5. Class Participation **	Individual	20%
<b>Total</b>		<b>105%</b>

\* Introduce your team members by February 15th to our TA, Missie Smith (mis16@vt.edu). Students who do not have a team contact her by February 15. Teams will be expected to engage in a series of debates which are intended to highlight both positive and negative aspects of important global issue, and write essays 1 and 2.

\*\* : *Class Participation* will be evaluated based on in-class surveys, which are 1-3 short questions conducted every Wednesday, asking your opinion about a topic relevant to the class (no right or wrong answers).

Further detail and due dates for all assignments will be provided on the course Web site.

**INSTRUCTOR EXPECTATIONS:** The following define what is expected of students in this course:

- To attend class prepared – be aware of all assignment due dates, including reading assignments, and read assigned materials *before* class.
- To participate in class discussions.
- To manage the learning process - seek clarification and feedback if needed.
- To complete assignments on time\* and in a professional manner.
- To demonstrate courtesy and respect to peers and instructor by arriving on time, turning off or silencing cell phones, using laptops only for course work during class, and remaining attentive and focused during class.
- To demonstrate academic integrity and honesty at all times by adhering to the Virginia Tech Honor Code (see below).
- To adhere to the Virginia Tech Principles of Community at all times (see below).

\* No late work for any assignments will be accepted without prior notification and request to the instructor.

**HONOR CODE:** All students must adhere to the Virginia Tech Honor Code for all assignments in this course, including out-of-class assignments (essays) that are part of the course grade. Any suspected violations of the Honor Code will be reported to the honor system. Honesty in your academic work will develop into professional integrity. The faculty and students of Virginia Tech will not tolerate any form of academic dishonesty.

**PRINCIPLES OF COMMUNITY:** Virginia Tech is a public land-grant university, committed to teaching and learning, research, and outreach to the Commonwealth of Virginia, the nation, and the world community. Learning from the experiences that shape Virginia Tech as an institution, we acknowledge those aspects of our legacy that reflected bias and exclusion. Therefore, we adopt and practice the following principles as fundamental to our on-going efforts to increase access and inclusion and to create a community that nurtures learning and growth for all of its members:

1. We affirm the inherent dignity and value of every person and strive to maintain a climate for work and learning based on mutual respect and understanding.
2. We affirm the right of each person to express thoughts and opinions freely. We encourage open expression within a climate of civility, sensitivity, and mutual respect.
3. We affirm the value of human diversity because it enriches our lives and the University. We acknowledge and respect our differences while affirming our common humanity.
4. We reject all forms of prejudice and discrimination, including those based on age, color, disability, gender, national origin, political affiliation, race, religion, sexual orientation, and veteran status. We take individual and collective responsibility for helping to eliminate bias and discrimination and for increasing our own understanding of these issues through education, training, and interaction with others.
5. We pledge our collective commitment to these principles in the spirit of the Virginia Tech motto of *Ut Prosim* (That I May Serve).

**ACCOMMODATIONS:** Students are encouraged to address any special needs or special accommodations with me during the first two weeks of the semester, or as soon as you become aware of your needs. Those seeking accommodations based on disabilities should obtain a Faculty Letter from the Services for Students with Disabilities office.

## Course Outline:

This course includes three major modules: 1. Introduction to global issues, 2. Methods, and 3. Current trends.

### **Module 1: Introduction to global issues and globalization**

W1: Jan 22	Introduction /Class Overview
W2: Jan 27, 29	Globalization (Chapter 1), Differences in Political Economy (Chapter 2), and case study
	<u>Additional Readings:</u>
	<ul style="list-style-type: none"><li>• <b>Case:</b> Locke, R.M. (2003) "The Promise and Perils of Globalization: The Case of Nike", <i>Management: Inventing and Delivering the Future</i>.</li></ul>
W3: Feb 3, Feb 5	Differences in Culture (Chapter 4), Ethics in International Business (Chapter 5), and case study
	<u>Additional Readings:</u>
	<ul style="list-style-type: none"><li>• <b>Case:</b> O'Rourke, J.S., Harris, B., and Ogilvy, A. (2007) "Google in China: Government Censorship and Corporate Reputation", <i>Journal of Business Strategy</i>.</li></ul>
W4: Feb 10, <b><u>Feb 12</u></b>	Feb 10: Review <b><u>Feb 12: Exam 1</u></b>

## Module 2: Methods of analyzing global trends

W5: Feb 17, Feb 19

Models of Micro and Macro Environmental Analysis

### Readings:

- Rotman D., 2013. How Technology Is Destroying Jobs, *MIT Technology Review*.<sup>1</sup>
- Powerpoint slides

W6: Feb 24, **Feb 26**

Feb 24: No Class (please work on your essay)

### **Feb 26: Essay 1**

W7: Mar 3, Mar 5

Systems modeling for global analysis

### Readings:

- Sterman, J. 2012. Sustaining Sustainability: Creating a Systems Science in a Fragmented Academy and Polarized World.<sup>2</sup>
- Sterman, J. 2013. Stumbling towards Sustainability: Why organizational learning and radical innovation are necessary to build a more sustainable world—but not sufficient.<sup>3</sup>
- Powerpoint slides

W8: Mar 10, Mar 12

Spring Break

W9: Mar 17, Mar 19

Simulation for global analysis

### Readings:

- Go to the website:  
<https://mitsloan.mit.edu/LearningEdge/simulations/cleanstart/Pages/default.aspx> and try the game.<sup>4</sup>
- Powerpoint slides

W10: Mar 24, **Mar 26**

March 24: Case Study Discussion

### **March 26: Essay 2**

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<sup>1</sup> <http://www.technologyreview.com/featuredstory/515926/how-technology-is-destroying-jobs/>

<sup>2</sup> <http://jsterman.scripts.mit.edu/docs/Sterman%20Sustaining%20Sustainability%206-19.pdf>

<sup>3</sup> <http://jsterman.scripts.mit.edu/docs/Sterman%20Stumbling%20towards%20Sustainability%20131111.pdf>

<sup>4</sup> • More games are available at: <https://mitsloan.mit.edu/LearningEdge/simulations/Pages/System-Dynamics.aspx>

### Module 3: Current trends

W11: Mar 31, Apr 2      Strategy and Structure of Multinational firms: Strategy of International Business (Chapter 13),

Additional Readings:

- Porter, M. and Niels, W.K. (2002) "Central America: Strategy for Economic Integration", *Harvard Business Review*.
- **Case:** Arino, A., Ozcan, P. and Mitchell, J. (2008) "The KLM Approach to Alliances", *Harvard Business Review*.

W12: Apr 7, Apr 9      Organization of International Business (Chapter 14), and case study

Additional Readings:

- **Case:** Young and Liu, (2007) "Hong Kong Disneyland", *Harvard Business Review*.

W13: Apr 14, Apr 16      Operations: Global Production, Outsourcing, and Logistics (Chapter 17) and Global Marketing and R&D (Chapter 18)

W14: Apr 21, Apr 23      Operations: Sustainability and Resource limitations (No reading, Watch TED talks: 1) Catherine Mohr: The tradeoffs of building green and 2) Mike Biddle: We can recycle plastic<sup>5</sup>)

W15: Apr 28, Apr 30      Global Human Resource Management (Chapter 19), and Case

Additional Reading:

- Ghaffarzadegan, Hawley, Desai. (2013). Research Workforce Diversity: The Case of Balancing National versus International Postdocs in US Biomedical Research, SRBS.<sup>6</sup>

W16: May 5, **May 7**      May 5: Review  
**May 7: Exam 2 [only from Module 3]**

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<sup>5</sup> [http://www.ted.com/talks/catherine\\_mohr\\_builds\\_green.html](http://www.ted.com/talks/catherine_mohr_builds_green.html) & [http://www.ted.com/talks/mike\\_biddle.html](http://www.ted.com/talks/mike_biddle.html)

<sup>6</sup> <http://www.navidg.com/papers/GhaffarzadeganHawleyDesai2013.pdf>