

## SEMESTER AT SEA COURSE SYLLABUS

Colorado State University, Academic Partner

<b>Voyage:</b>	Spring 2023
<b>Discipline:</b>	Management
<b>Course Number and Title:</b>	MGT 320 Contemporary Management Principles/Practices
<b>Division:</b>	Upper
<b>Faculty Name:</b>	Margaret B Takeda
<b>Semester Credit Hours:</b>	3

**Prerequisites:** The standard CSU prerequisite as listed in the course catalog – one (1) lower-division calculus course, AND one (1) lower-division microeconomics course, AND one (1) upper-division business writing course – have been waived by the instructor.

### COURSE DESCRIPTION

The purpose of this course is to grow and develop understanding of diverse management systems in the world.

“Management” is the term used to describe how people in positions of power, authority, and ownership act in order to coordinate the activities of a business in order to achieve defined objectives.

Historically, the practice of modern management originates from the 16th century, based upon a study of low-efficiency and failures of certain enterprises, conducted by the English statesman Sir Thomas More (1478-1535).

Today, the concept of Management consists of the interlocking functions of creating corporate policy and organizing, planning, controlling, and directing an organization's resources in order to achieve the objectives of that policy.

And today, the idea of Management and a Manager are globally as diverse as there are countries, companies, cultures, technology and people.

This course seeks to explore this question, “What is Management and who are Managers in 2023 and beyond?”

## LEARNING OBJECTIVES

By the end of this course, students should be able to:

1. Describe what management is, why management is important, what managers do, and how managers utilize organizational resources efficiently and effectively to achieve organizational goals.
2. Distinguish among planning, organizing, leading and controlling (the four principle managerial tasks), and explain how managers ability to handle each one affects organizational performance.
3. Distinguish between comparative management systems and organizational design within cultural, historic, geopolitical and technological environments.
4. Discuss some major changes in management practices today that have occurred as a result of globalization and the use of advanced information technology.
5. Discuss the principle challenges managers face in today s increasingly competitive global environment.
6. Develop analytical competencies in order to successfully assess company operations, strategies and value management within their country and region.

## REQUIRED TEXTBOOK

AUTHOR: Fred Luthans and Jonathan Doh  
TITLE: International Management: Culture, Strategy, and Behavior  
ISBN10: 126026047X  
ISBN13: 9781260260472  
DATE/EDITION: 2021/11<sup>th</sup> Edition

## TOPICAL OUTLINE OF COURSE

### Course Design – Every Session

Every class session of 80 minutes will include review of required reading, open discussion of assigned project work, team planning sessions (breakouts), and action planning for future required assignments. All required reading must be done prior to class time so that class sessions can focus on real-time research of countries and companies, team project management skills development, and project research progress.

Class sessions closer to a Field Assignment Port will include planning for in-port activities.

## SCHEDULED TOPICS

### Embarkation Day - January 5

- 1: Introduction to the Course, Team Assignments, Field Trip Discussions.
- 2: International Management Environment, Chapter 1,2.

- 3: Ethics, CSR and Sustainability. Chapters 3. Case Study Assigned.
- 4: Meaning of Culture, Chapters 4. Quiz.
- 5: Managing Across Cultures, Chapter 5.
- 6: Final Project overview, team assignments and project management planning.
- 7: Organizational Culture Ch. 6: Field Visit Project introduction, assignments and research planning.
- 8: Cross-Cultural Communication Ch. 7. Case Discussions.
- 9: Strategic Management, Chapters 8 & 9. Preparation and discussion of Project Assessments. Short Quiz.
- 11: Midterm Examination Review.
- 12: Midterm Examination Day.
- 13: Risk Management Chapter 10
- 14: Decision-Making, Chapter 11
- 15: Motivation and Culture, Chapter 12.
- 16: Leadership and Cross-Cultural Management, Chapter 13.
- 17: International Human Resource Management, Chapter 14
- 17: Negotiation Skills: Culture Map Mini-Course Day 1
- 18: Negotiation Skills: Culture Map Mini-Course Day 1
- 19: Culture Map Negotiation Exercise.
- 20: Company Visit Preparation
- 21: Final Project Team Meetings
- 22: Final Project Research and Presentation Review.
- 23: Final Project Report Preparation and Presentation Dry Run
- 24: Final Project Presentations
- 25: Final Project Presentations final day. Course Wrap Up.

**Disembarkation Day – April 20**

## FIELD WORK

Semester at Sea® field experiences allow for an unparalleled opportunity to compare, contrast, and synthesize the different cultures and countries encountered over the course of the voyage. In addition to the one field class, students will complete independent field assignments that span multiple countries.

### Field Class & Assignment

[Field Class proposals listed below are not finalized. Confirmed ports, dates, and times will be posted to the Spring 2023 Courses and Field Class page when available.]

Field Class attendance is mandatory for all students enrolled in this course. Do not book individual travel plans or a Semester at Sea sponsored trip on the day of your field class. Field Classes constitute at least 20% of the contact hours for each course and are developed and led by the instructor.

**Idea:** Students will interview executives and tour Ericsson facilities. Mini-Training Session.

**Objectives:** 1. Apply lessons from contemporary principles of management to analysis of a global technology company or global airline amidst major disruptions to their business from pandemic, to war, to climate change.. 2. Prepare, execute, and assess a competitive analysis of the company. 3. Meet with professional who develop strategies and policies globally. 4. Discuss the current state of global business, including useful technologies, political and cultural challenges, and other topics of interest to the students.

## COMPARATIVE EXPERIENTIAL PROJECT

The CEP is the required comparative assignment that span multiple countries. The Comparative Experiential Project constitutes at least 5% of the grade for each course.

The Comparative Experiential Project challenges students to become consciously competent of their surroundings while in port, and their own informed assessment of cultural differences between countries during the voyage. Some examples of comparative topics might be: assessing the different infrastructure challenges facing global firms in each location, identifying sustainability initiatives in each location, contrasting entrepreneurial activities in each location, reporting on personal experience of customer service while a guest of the country, observing how managers and employees interact in different country contexts, etc.

Comparative Experiential Projects will be designed by each student in consultation with Dr. Takeda and a CEP Contract will be established that outlines deliverables. Students will be able to choose their media of choice, including journaling, film, mixed media, etc. All students will complete their CEP by the 24<sup>th</sup> Class Session.

## METHODS OF EVALUATION

What	Type	%
Comparative Experiential Project	Individual	10%
Team Update Presentations	Group	20%
Midterm Exam	Individual	20%
Field Class (Mandatory)	Individual	20%
Final Presentation/ Report	Group	30%

## GRADING SCALE

The following Grading Scale is utilized for student evaluation. Pass/Fail is not an option for Semester at Sea® coursework. Note that C-, D+ and D- grades are also not assigned on Semester at Sea® in accordance with the grading system at Colorado State University (the SAS partner institution).

Pluses and minuses are awarded as follows on a 100% scale:

<u>Excellent</u>	<u>Good</u>	<u>Satisfactory/Poor</u>	<u>Failing</u>
97-100%: A+	87-89%: B+	77-79%: C+	Less than 60%: F
93-96%: A	83-86%: B	70-76%: C	
90-92%: A-	80-82%: B-	60-69%: D	

## ATTENDANCE/ENGAGEMENT IN THE ACADEMIC PROGRAM

Attendance in all Semester at Sea® classes, including the Field Class, is mandatory. Students must inform their instructors prior to any unanticipated absence and take the initiative to make up missed work in a timely fashion. Instructors must make reasonable efforts to enable students to make up work which must be accomplished under the instructor's supervision (e.g., examinations, laboratories). In the event of a conflict in regard to this policy, individuals may appeal using established CSU procedures.

## CLASSROOM CLIMATE

Semester at Sea® is committed to the Voyage Community Values. Consequently, the classroom environment is founded on mutual respect, community, and an aim toward equity. The Voyage Community Values support the creation of a collaborative and vibrant community. Our community is the foundation of our learning, critical inquiry, and discovery. Each member of this course has a responsibility to uphold these values when engaging with one another.

With that, please review the following Voyage Community Values:

- **Well-Being:** We commit to the health, safety and well-being of ourselves, all members of our voyage community, *and* members of the communities we will visit.
- **Interconnectedness:** We understand our actions and attitudes have an impact locally and globally. We always seek to positively affect the planet and the people around us near and far.
- **Respect:** We honor the inherent dignity of *all people* with an abiding commitment to freedom of expression, scholarly discourse and the advancement of knowledge. We have the right to be treated, and the responsibility to treat others, with fairness and equity.
- **Inclusion:** We ensure inclusive environments that welcome, value, affirm and embrace *all people* within the shipboard community and in each country we visit.
- **Integrity:** We are honest and ethical in all of our interactions, including our academic work. We hold ourselves accountable for our actions.
- **Excellence:** We model the highest academic standards of preparation, inquiry and knowledge and consistently seek to understand complex issues and express informed opinions with courage and conviction.

## LEARNING ACCOMMODATIONS

Semester at Sea® provides academic accommodations for students with diagnosed learning disabilities, in accordance with ADA guidelines. Students who will need accommodations in a class, should contact ISE to discuss their individual needs. Any accommodation must be discussed in a timely manner prior to implementation.

A letter from students' home institutions verifying the accommodations received on their home campuses (dated within the last three years) is required before any accommodation is provided on the ship. Students must submit verification of accommodations to their Student Services advisor as soon as possible, but no later than two months prior to the voyage. More details can be found within the **Course Registration Packet**, posted to the student portal prior to registration.

## STUDENT CONDUCT CODE

The foundation of a university is truth and knowledge, each of which relies in a fundamental manner upon academic integrity and is diminished significantly by academic misconduct. Academic integrity is conceptualized as doing and taking credit for one's own work. A pervasive attitude promoting academic integrity enhances the sense of community and adds value to the educational process. All within the University are affected by the cooperative commitment to academic integrity. All Semester at Sea® courses adhere to this Academic Integrity Policy and Student Conduct Code.

Depending on the nature of the assignment or exam, the faculty member may require a written declaration of the following honor pledge: "I have not given, received, or used any unauthorized assistance on this exam/assignment."

**RESERVE BOOKS FOR THE LIBRARY:**

AUTHOR: Jones, Gareth and George, Jennifer  
TITLE: Contemporary Management  
PUBLISHER: Mc-Graw-Hill  
ISBN10: 126073515X  
ISBN13: 9781260735154  
DATE/EDITION: 12th Edition, 2021

**FILMS:**

TBA

**ELECTRONIC COURSE MATERIALS - E-book**

AUTHOR: Jones, Gareth and George, Jennifer  
TITLE: Contemporary Management  
PUBLISHER: Mc-Graw-Hill  
ISBN10: 126073515X  
ISBN13: 9781260735154  
DATE/EDITION: 12th Edition, 2021

**ADDITIONAL RESOURCES:**

Resources will be provided by the Instructor based upon requests from the students, as needed throughout the voyage. For example:  
IBIS Industry Reports, Plunkett Financial Analysis Reports, Mergent Company Reports, Marketline Company and Market Analyses, Euromonitor Market Reports, etc.