**MGMT 454**

**STUDY ABROAD IN BUSINESS MANAGEMENT**

**BUSINESS MANAGEMENT IN EUROPE and THE EU**

**Summer 2021**

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| INSTRUCTOR: ROBERT B. HASBROUCK, PhD | PHONE: 757-594-7265 (Work) or 757-316-7316 (Cell) |
| OFFICE: Luter Hall, 118  E-MAIL: [rhasbro@cnu.edu](about:blank) | OFFICE HOURS: by appointment |

**Course Description**

This course will provide you with a broad understanding and experience of the European business environment. We will explore many facets of the EU including the cultural, political, economic, social, technological, legal and environmental dimensions, as well as some of the strategic and operational challenges facing European firms. The travel portion of the course will provide the opportunity to see and experience the business and social culture in each city we visit and we will be able to participate in several factory tours and visit important landmarks and destinations in the vicinity.

**Course Prerequisites & Physical Requirements**

Junior standing or permission of the instructor

The course satisfies the Management major elective as well as the Business minor and the International Culture and Business minor elective.

***Students should be physically able to walk approximately 8 miles a day and be able to carry their luggage, when necessary, for travel to and from public transportation facilities (train stations, subway stations, busses, etc.) Students should also be able to ride an operate bicycle with either hand or coaster brakes and gears.***

**Course Learning Objectives**

* Demonstrate a basic knowledge of SLO 1
  + the existence of the economic, historical, environmental, political, legal and/or cultural foundations necessary for doing business in Europe.
  + the typical business challenges and opportunities in and out of the European Union.
  + the strategic and operational role of business for European firms vs. US firms.
* Apply the knowledge gained above to develop an experiential understanding to SLO 4
  + Make comparisons of the physical, social, economic, historic, cultural and/or social norms and environments are important in the way businesses and consumers interact in the marketplace
  + how European manufacturing systems and the transportation infrastructures differ from the methods and systems used in the United States.

**Required Reading Material**

1. *Doing Business in Europe,* 3rd Edition, 2012, Gabriele Suder, Sage Publications (ISBN: 978-0857020857)

This book is available used from Amazon.com and other on-line book sellers.

**Assessment Components**

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| --- | --- |
| CONTENT & MATERIAL | WEIGHT |
| Quizzes and Exams | 30% |
| Journal/Log | 25% |
| Assignment Fact Sheet | 15% |
| Term Paper | 30% |
| TOTAL | 100% |

**Grading Scale**

|  |  |
| --- | --- |
| SCALE | GRADE\* |
| 90+ | A |
| 88 – 89.9 | B+ |
| 80 – 87.9 | B |
| 78 – 79.9 | C+ |
| 70 – 77.9 | C |
| 69 – 69.9 | D+ |
| 60 – 67.9 | D |
| ≥ 59.9 | F |

\* Please note that final course grades will not be assigned until after the travel component of the course is completed which may or may not be before the deadline to post grades for the extended summer term. If travel is not completed prior to the deadline then students will receive a grade of “I” (i.e., Incomplete) until they satisfactorily complete this component of the course.

**Assessments**

Throughout the lecture portion of the course quizzes and exams will be given to ensure that there is a full understanding of the issues presented. These tests will be administered in various forms (multiple choice, short answer, essay, etc.) and will be announced in advance. The ten chapter exams in this course are scheduled at the completion of each learning module of the lecture series.

**Daily Journal**

While in Europe, you will be required to keep a daily journal or log. Keeping a daily journal during the study abroad trip will allow you to reflect on your course knowledge, capture your experiences, thoughts and memories, as they relate to topics in this course. When writing your journal it is important that you find a system that works for you. Getting in the habit of setting aside 30 - 45 minutes each day is best but it should never feel like a chore. Some questions to consider include:

• How is the business and economic culture different here than at home? What is the same?

• From a general business perspective what are the unique strengths that EU businesses have over US firms? Why?

• What are some of the managerial and cultural issues in the EU that are different than how business is done in the US? Are these differences an advantage or disadvantage or are they unique and incomparable?

• How does the transportation infrastructure in the EU differ from the US? What is different and what effect does it have on the strategy and operations of a business?

**1-Page Fact Sheet (Infographic)**

You will be assigned one of the locations that we will visit during our trip. The assignment is to create a one-page highlight and fact sheet on the location. Provide a one or two paragraph summary on your assigned location and include additional bullet points of interest. You can also include photos. Put the name of the location in the header of the document and put your name in the footer area. Make your summary sheet look professional and fill the page with a mix of information and images. The deadline for this document will be two weeks prior to our departure. The format of the fact sheet needs to fit on a 8 ½” x 11” page an formatted in either pdf or Word. Include your name at the bottom of your fact sheet. We will provide a packet containing everyone’s highlight sheet during our flight to Europe.

**Term Paper**

You will be required to complete a written paper covering your experiences during the travel component of the course. The paper will require a significant amount of reflection on what you learned while on the trip and will cover issues such as your experiences in the different cities and at the different organizations visited plus your general and specific thoughts about the course. The paper will consist of three short essays covering one or more of the topics listed below. Please note that you can use each topic more than once. The final paper should be thoughtful and carefully composed, should be in essay format, and should be approximately 6 single-spaced pages in total length. See the attached rubric for this assignment.

* How is the European Union different from the American system of manufacturing and operations? Using one or more of the site visits you experienced, detail the differences you found how a business is managed.
* What was one economic, political or cultural encounter that most surprised you while abroad? What did you think and feel during the encounter? Compare and contrast this example to how this encounter would have occurred in the U.S.? Provide support of your analysis from the course readings.
* Describe the strengths and weakness of the transportation and information infrastructure of a city you visited? How are these systems a strength or a weakness to promoting business growth?
* Give an example of an interaction in which a cross-cultural misunderstanding occurred. What transpired that was misunderstood by either party? What insights into the other culture did you gain? How did you cope/deal with such misunderstandings?
* What effect does cultural norms have on the management and operations of a firm? Based on your reading and experience in this course how do these issues differ between the US and Europe? Are there advantages or disadvantages to the operational effectiveness of a business? Use examples from your experience to support your conclusions.

**Attendance & Participation**

Successful completion of this course will require your attendance, preparation, and participation on a consistent basis. Students who do not attend the travel component of the course will NOT receive a passing course grade. Further, students are expected to attend all lectures and visits during the travel component of the course and attendance will be taken at each lecture and visit. ***Failure to properly participate, attend and adhere to the events and activities during our travels will result in an early dismissal and separation from the trip.***

**University Resources for Student Success**

Christopher Newport University provides a network of services to help our students succeed academically. Please include the following three statements in your course syllabi so that our students are officially informed of the assistance available to them.

**Disabilities**

In order for a student to receive an accommodation for a disability, that disability must be on record in the Office of Student Affairs, 3rd Floor, David Student Union (DSU). If you believe that you have a disability, please contact Jacquelyn Barnes, Student Disability Support Specialist in Student Affairs (594-7160) to discuss your needs.

Students with documented disabilities are to notify the instructor at least seven days prior to the point at which they require an accommodation (the first day of class is recommended), in private, if accommodation is needed. The instructor will provide students with disabilities with all reasonable accommodations, but students are not exempted from fulfilling the normal requirements of the course. Work completed before the student notifies the instructor of his/her disability may be counted toward the final grade at the sole discretion of the instructor.

**Success**

I want you to succeed in this course and at Christopher Newport. I encourage you to come see me during office hours or to schedule an appointment to discuss course content or to answer questions you have. If I become concerned about your course performance, attendance, engagement, or well-being, I will speak with you first. I also may submit a referral through our Captains Care Program. The referral will be received by the Center for Academic Success as well as other departments when appropriate (Counseling Services, Office of Student Engagement). If you are an athlete, the Athletic Academic Support Coordinator will be notified. Someone will contact you to help determine what will help you succeed. Please remember that this is a means for me to support you and help foster your success at Christopher Newport.

**Schedule of Events for MGMT 454**

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| Content / Class Section | Readings |
| **Part I – A Portrait of Europe**   1. Landmarks of European Integration, or How History and Politics Shape the Business Environment 2. The European Business Model 3. Issues of Unification in the EU 4. The Economic and Political Framework of the EU | *Suder, Chapters 1, 5, 9* |
| **Part II – Markets and Integration**   1. Breaking Down the EU and its Members 2. Competition Structure 3. Strategic and Operational Structures 4. The EU Monetary System | *Suder, Chapters 2, 3, 4* |
| **Part III – Inputs and Factors of Production**   1. Transportation and Logistics Infrastructure 2. Energy Resources 3. Labor Structure 4. Technology and the Environment | *Suder, Chapters 7, 8* |
| **Part IV – Globalization**   1. National and Multinational Structures 2. EU Expansion – Issues and Opportunities 3. Europe and Developing Nations | *Suder, Chapter 10* |

*Tentative Class Schedule and Reading Assignments (please note that the sequencing of the items below and the due dates could change depending on when the travel component of the course occurs)*

**Writing Rubric for the MGMT 454 Term Paper**

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| --- | --- | --- |
| MAX PTS. | Element of Your Written Output: | EARNED |
| 60 | Content |  |
| 20 | Structure & Organization |  |
| 20 | Grammar & Spelling |  |

Explanations of each element are described below:

[Note: This is based on a 100-point scale; it also may be useful to think of the possible points as a percentage. Thus, Content will determine 30% of your grade on this assignment assignment. For example: perfect logic, grammar and style could earn 50% of the possible points; earned points are whole numbers only.]

**Content (60%)**

All writing must convey required or necessary data or information. This requires accurate description of the issues and/or questions presented by the problem. [\*Fluff, fill, baloney, and no matter how amusing, will not be tolerated; however, humor, well placed, is an effective writing strategy!] Writing must be based upon facts or opinions that are logically consistent. Written conclusions must be based upon sound reasoning with supporting sentences that convey knowledge and understanding of the issue and question in its proper context. When reaching your conclusion, you must justify why one argument is persuasive and the other is not.

**Structure & Organization (20%)**

Writing must be organized and well integrated. For persuasive writing the format must include a statement of the facts, the issue or questions presented, and your solution or conclusion to the topic or issue being addressed. Writing must be clear and understandable. Writing must utilize appropriate vocabulary and correct terminology used in the course, or other terminology appropriate to the subject matter. Writing must be of professional caliber; use of formal rather than informal language is recommended.

**Grammar & Spelling (20%)**

All written work must be free of any errors of grammar, punctuation and/or spelling. The CNU Writing Center can assist you with issues of format style and grammar. If these pose a problem for you, I suggest you visit the Writing Center with your rough draft for assistance.

**LUTER SCHOOL OF BUSINESS AoL WRITING RUBRIC**

**Student Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Semester: \_\_\_\_\_\_\_\_\_\_\_\_\_\_ TOTAL POINTS:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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| --- | --- | --- | --- | --- |
|  | **HIGH PROFICIENCY**  **(54-60 points)** | **PROFICIENCY**  **(48-53 points)** | **SOME PROFICIENCY**  **(36-47 points)** | **NO/LIMITED PROFICIENCY**  **(0-35 points)** |
| **CONTENT**  **\_\_\_ of 60** | \_\_ Clear purpose  \_\_ Insightful, thoughtful, and critical reflection on the topic  \_\_ Excellent use of discipline-specific concepts  \_\_ Excellent use of important sources  \_\_ Excellent response to feedback on draft | \_\_ Fairly clear purpose  \_\_ Thoughtful reflection on topic  \_\_ Appropriate use of discipline-specific concepts  \_\_ Good use of important sources  \_\_ Good response to feedback on draft | \_\_ Somewhat vague purpose  \_\_ Some reflection on topic  \_\_ Some use of discipline-specific concepts  \_\_ Limited use of important sources  \_\_ Limited response to feedback on draft | \_\_ Indeterminate purpose  \_\_ Limited reflection on topic  \_\_ Limited and/or inappropriate use of discipline-specific concepts  \_\_ Neglects important sources  \_\_ Unacceptable response to feedback on draft |

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| --- | --- | --- | --- | --- |
|  | **HIGH PROFICIENCY**  **(18-20 points)** | **PROFICIENCY**  **(16-17 points)** | **SOME PROFICIENCY**  **(12-15 points)** | **NO/LIMITED PROFICIENCY**  **(0-11 points)** |
| **STRUCTURE/**  **ORGANIZATION**  **\_\_\_ of 20** | \_\_ Organization is highly logical and sequential  \_\_ Paragraphs are well developed and appropriately divided  \_\_ Ideas are linked with smooth and effective transitions  \_\_ Conclusion provides a thorough and concise summary of key points  \_\_ Citations are used when warranted and are formatted correctly  \_\_ Format follows requirements of the assignment  \_\_ References follow APA format and are virtually error-free  \_\_ Excellent response to feedback on draft | \_\_ Organization is logical and sequential  \_\_ Paragraphs are developed and contain little redundancy or digression  \_\_ Transitions provide clear linkage of ideas  \_\_ Conclusion provides a sufficient summary of key points  \_\_ Citations are usually used when warranted and are usually formatted correctly  \_\_ Format usually follows requirements of the assignment  \_\_ References follow APA format with very few errors  \_\_ Good response to feedback on draft | \_\_ Organization lacks logical sequencing at times  \_\_ Paragraphs contain some redundancy or digression  \_\_ Transitions provide some linkage of ideas, but not as clearly  \_\_ Conclusion provides an acceptable, but less thorough, summary of key points  \_\_ Citations are sometimes missing and /or formatted incorrectly  \_\_ Format does not always follow requirements of the assignment  \_\_ References contain some errors in APA format  \_\_ Limited response to feedback on draft | \_\_ Writing is disorganized and hard to follow  \_\_ Paragraphs lack logical or meaningful connection of ideas  \_\_ Transitions are limited or absent  \_\_ Summary of key points is missing or insufficient  \_\_ Citations are often missing and / or formatted incorrectly  \_\_ Format rarely follows requirements of the assignment  \_\_ References do not follow APA format, or contain a significant number of formatting errors  \_\_ Unacceptable response to feedback on draft |

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| --- | --- | --- | --- | --- |
|  | **HIGH PROFICIENCY**  **(18-20 points)** | **PROFICIENCY**  **(16-17 points)** | **SOME PROFICIENCY**  **(12-15 points)** | **NO/LIMITED PROFICIENCY**  **(0-11 points)** |
| **GRAMMAR/**  **SPELLING**  **\_\_\_ of 20** | \_\_ Rich, well-chosen variety of sentence styles and length  \_\_ Virtually free of errors in:  \_\_ capitalization  \_\_ punctuation  \_\_ pronoun usage  \_\_ subject verb agreement  \_\_ verb tense consistency  \_\_ spelling    \_\_ Exceptional vocabulary range and word usage  \_\_ Consistent application of the rules and mechanics of standard English usage  \_\_ Excellent response to feedback on draft | \_\_ Sentences are complete and correct, and structure is varied  \_\_ Very few errors in:  \_\_capitalization  \_\_ punctuation  \_\_ pronoun usage  \_\_ subject verb agreement  \_\_ verb tense consistency  \_\_ spelling  \_\_ Impressive vocabulary range and word usage  \_\_ Application of the rules and mechanics of standard English usage  \_\_ Good response to feedback on draft | \_\_ Sentences are complete and correct, but limited in variation  \_\_ Some errors in:  \_\_ capitalization  \_\_ punctuation  \_\_ pronoun usage  \_\_ subject verb agreement  \_\_ verb tense consistency  \_\_ spelling  \_\_ Adequate vocabulary range and word usage  \_\_ Some application of the rules and mechanics of standard English usage  \_\_ Limited response to feedback on draft | \_\_ Sentences are not always complete and correct  \_\_ Numerous errors in:  \_\_ capitalization  \_\_ punctuation  \_\_ pronoun usage  \_\_ subject verb agreement  \_\_ verb tense consistency  \_\_ spelling  \_\_ Limited vocabulary range and incorrect word usage  \_\_ Inconsistent application of the rules and mechanics of standard English usage  \_\_ Unacceptable response to feedback on draft |

**Schedule of Contact Hours for MGMT 454**

**Summer 2021**

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| **Date** | **Description** | **Contact Minutes** |
| Spring Pre-Trip – TBD | Classroom Introduction – Trip Overview / Syllabus Review / Lecture on Introduction of Course | 180 |
| Spring Pre-Trip – TBD | Classroom Lecture – Part I Readings | 180 |
| Spring Pre-Trip – TBD | Exams for Part I (Scholar) | 60 |
| Spring Pre-Trip – TBD | Discussion / Lecture (via Scholar) of Part II Readings | 120 |
| Spring Pre-Trip – TBD | Exams for Part II (Scholar) | 60 |
| Spring Pre-Trip – TBD | Discussion (via Scholar) of Part III readings | 120 |
| Spring Pre-Trip – TBD | Exams for Part III (Scholar) | 60 |
| Spring Pre-Trip – TBD | Discussion (via Scholar) of Part IV readings | 120 |
| Spring Pre-Trip – TBD | Exams for Part IV (Scholar) | 60 |
| Wednesday, 6/23 | Airport Departure - Discuss trip expectations, journals and deliverables before takeoff | 120 |
| Thursday, 6/24 | Munich – Tour of BMW Automotive Facility; guided tour, lecture and discussion | 240 |
| Friday, 6/25 | Munich - Cultural tour of Deutches Museum and Residenz; guided tour and discussion | 180 |
| Saturday, 6/26 | Munich – Tour of Spaten - Franziskaner Brewery; guided tour, lecture and discussion | 240 |
| Sunday, 6/27 | Transfer to Stuttgart (3 hours) – Munich debriefing | 60 |
| Monday, 6/28 | Stuttgart – Tour of Porsche Factory; guided tour, lecture and discussion | 240 |
| Tuesday, 6/29 | Stuttgart – Tour of Stihl Worldwide HQ and Facility; guided tour, presentations, lecture and discussion / Transfer to Amsterdam (8 hours) – Stuttgart debriefing | 240 |
| Wednesday, 6/30 | Amsterdam - Aalsmeer Flower Market - Tour of the Market and Auction Floor; guided tour, lecture and discussion / Cheese Farm and Bakery Museum; guided tours, lectures and presentations | 360 |
| Thursday, 7/1 | Amsterdam – Zaanse Schaans - Wind Mills (Oil, Paint, and Saw Mills) / Heineken Experience Brewery Tour; guided tour, presentation, lecture and discussion | 300 |
| Friday, 7/2 | Amsterdam – Ann Frank House and Van Gogh Museum Cultural Tour; guided tours, presentations and discussion / Transfer to the Hook of Holland (3 hours) & Overnight Ferry to UK (12 hours) - debriefing | 240 |
| Saturday, 7/3 | London - Churchill War Rooms and WWII cultural tour; guided tour, presentation and discussions | 240 |
| Sunday, 7/4 | London – Tour of Windsor Castle; Visit to the Museum of Branding and Advertising | 240 |
| Monday, 7/5 | Travel to Oxford – Mini Plant; Guided Tour, Tour of Oxford and Stonehenge | 360 |
| Tuesday, 7/6 | London - Fuller Brewery Tour; guided tour, lecture and discussion | 180 |
| Wednesday, 7/7 | Transfer to USA – London debriefing and discussion on course deliverables | 120 |

Total Contact Time 4,320