



WHAT: EB-150 Topics: International Trade, Finance, and Ethical Sourcing
WHEN: Mayterm 2020 (May 4 – July 26)
WHERE: Adams 219; Singapore (trips to [Philippines](#), Vietnam, Cambodia, Hong Kong)
WHY: Gain a better understanding of global finance, cultures, and ethical supply chain and sourcing
WHO: President Gayle Beebe, Ph.D., and Adjunct Professor Paul Bradford, MBA
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10/08/2019

Strategic Goals:

1. Develop a competent understanding of international trade and finance
2. Recognize the colonial history of Singapore, the contributions of its varied multinational composition, political and social dynamics, and its rise to prominence as a top global hub for trade and finance. Compare and contrast this with neighboring islands of Indonesia
3. Understand best practices on ethical sourcing and global supply chains
4. Appreciate the role of Christianity and its interactions with other religions within Singapore
5. Utilize the internship with the Development Bank of Singapore (DBS) to develop a capacity to conduct research, plan, and implement conference logistics
6. Understand and process the significance of regional landmarks (ie: Killing Fields, Angkor Wat, Vietnam War) along with other regional economic hubs
7. Develop an understanding of leadership principals in a multi-national context

Tactical Goals:

1. Terminology and Process Awareness: Use the text and required readings to develop a foundational awareness of: a) financial terms and processes, b) sourcing and supply chain best practices, c) historical and social awareness about Singapore (and excursion countries)
2. Critical Thinking and Application: Use the readings, case studies, and a collection of Wall Street Journal articles (focused on countries or topics to the course work), and key supply chain case studies to analyze facts and circumstances to formulate recommendations
3. Collaborate: Hone your ability to work with others toward a common objective
4. Communicate: Learn to communicate (written and oral) with impact, efficiency, and efficacy

Program Learning Outcomes:

1. Core knowledge: Exhibit intellectual engagement in the application of the international trade, finance, and ethical sourcing and supply chain concepts
2. Research competency and technology: Understand the research deliverable(s) related to the DBS research project (internship) and apply technologies necessary to gather, analyze, and prepare the information for use by DBS
3. Communication skills: Utilize case studies, group projects, in-class participation, written and oral presentation platforms to learn to think on your feet, write, and present in cogent and compelling manner. Competency (or demonstrated improvement) in this category, is of particular importance to the professor
4. Thinking Globally: Leverage Singapore's multi-national composition along with strategic visits to neighboring countries to help students ponder and process the intersections of economics, culture, religious influences, and even the horrors of war and genocide as they enhance and articulate their faith in the context of a broadened global understanding
- 4.5. Serving Society: Explore areas of social justice and child poverty in Manila. Engage with a local children's ministry (run by an alum) through a minimum of 12 hours of work including meal distribution, sports outreach, construction, school mentoring, and routine medical assistance.

"The answer is not in the building"

5.6. Christian synthesis: Develop an understanding of how to “filter” and reconcile course content with your faith in the context of global learning and cultural differences. Attend multiple churches, participate in Prison Fellowship or other ministry opportunities

Course Learning Outcomes:

| Student Learning Outcomes* | Instructional Activity | Assessment methods |
|--|---|--|
| Develop a working understating of international trade and finance concepts from a historical and global context with a specialized focus on Singapore’s rapid ascension (GETG #1) | <ul style="list-style-type: none"> • Class readings, class presentations, and group discussions. Lectures • Expert guest speakers • Related internship work | <ul style="list-style-type: none"> • Exams • Writing assignment(s) • Class presentations • Class participation |
| Understand the complexities of developing and executing a corporate responsibility program on a global basis (GETG #4) | <ul style="list-style-type: none"> • Class readings and discussions • Case studies • Meetings with key industry executives • Factory and industry visits | <ul style="list-style-type: none"> • Written summaries and cases studies • Class participation |
| Apply research skills and analysis skills to anticipate demographic and cultural trends (GETG #5) | <ul style="list-style-type: none"> • Case studies and Wall Street Journal article analysis and updates • Related EB-190 internship research | <ul style="list-style-type: none"> • Evaluations from internship advisers • Case studies and WSJ analysis presentations |
| Articulate the implications of Singapore’s multi-ethnic population in comparison to Western liberties and economic structures (GETG #1,2,3) | <ul style="list-style-type: none"> • Class readings • Cultural and historical site visits • Direct interaction with bank supervisors | <ul style="list-style-type: none"> • Exams • Class participation |
| Students will better understand their faith in context of other religions and the Church’s historical influence in the region (GETG #4) | <ul style="list-style-type: none"> • Readings on Anglican influence, regional religions, and evangelical resurgence • Prison Fellowship service project • Church participation in all counties | <ul style="list-style-type: none"> • Class participation and debriefs • Writing assignment(s) |
| Understand the role of colonialism and the interconnectedness of Asian economies and peoples (GETG #4) | <ul style="list-style-type: none"> • Class readings • Site trips to historical locations and industry sites | <ul style="list-style-type: none"> • Writing assignment(s) • Exams • Class participation |
| Evaluate regional atrocities and military conflicts (Vietnam War and Cambodian Genocide) from multiple perspectives (GETG #1,5) | <ul style="list-style-type: none"> • Lectures and films • Site visits and discussions • Expert guest speakers | <ul style="list-style-type: none"> • Writing assignment(s) • Exams • Class participation |
| <u>The following address the request to have this course approved to fulfill the Serving Society requirement.**</u> | | |
| <u>Identify theological motivations for service; the needs of the population being served; the effects and affects resulting from those needs; and the causes of those needs, such as involuntary circumstances, individual choices and structural injustices.</u> | <ul style="list-style-type: none"> • <u>Readings prior to commencement of service work</u> • <u>Class and small group conversations to reflect on the readings</u> | <ul style="list-style-type: none"> • <u>To be incorporated into three page reflective paper</u> |
| <u>Articulate how they have been affected by their experience (for example, changes in beliefs, attitudes or values) and how their experiences might inform their calling to discipleship, citizenship and future service.</u> | <ul style="list-style-type: none"> • <u>Small group conversations with the professor after service work</u> | <ul style="list-style-type: none"> • <u>Three-page reflective paper submitted after service work completed</u> |
| <u>Issues of economic disparity and class.</u> | <ul style="list-style-type: none"> • <u>Small group conversations with the professor after service work</u> | <ul style="list-style-type: none"> • <u>Three-page reflective paper submitted after service work completed</u> |

* GETG= GE Committee Combined Document, alignment with Thinking Globally corresponding criteria

**GE Committee Combined Document, alignment with Compassionate Action, Serving Society certification criteria

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Serving Society Content:

I'm proposing to replicate the format and content used by Angela D'Amour for the APP-191SS section (previously approved by the GE committee to fulfill the Serving Society requirement):

1. During the on-campus part of the program (May 4-May 14), students will A) receive a review of the ministry (Kids International Ministries), discuss the socio-economic circumstances of the people they will be serving, and review the service work to be completed, B) read the required articles, C) complete an initial preliminary response to the readings, and D) discuss pre-service work initial thoughts in a small group format.
2. While in Manilla (May 17-22), students will spend a minimum of 12 hours completing numerous tasks at Kids International Ministries including meal distribution, sports outreach, construction, school mentoring, and routine medical assistance.
3. Students to submit a three-page Serving Society reflective paper no later than 10 days after completing their service work. The paper must integrate thoughts from the reading assignments as they apply to the service experience. In addition, groupings of 2-3 students will meet with me to talk through their reflections.

Selected Readings (Per approved APP-191SS)

Read two of the articles/chapters on service that are available in Canvas. These articles include the following among others: (1) "Bearing Witness: Seeing as a Form of Service," by Deborah Dunn, PhD in Liberal Education, Spring 2014, Vol. 100, No. 2. (2) Wells, S., & Owen, M. A. (2011). Living without enemies: Being present in the midst of violence. Downers Grove, IL: IVP Books. Chapter 1: Nazareth. (3) Reverend Dr. Sam Wells, "Rethinking Service" (presentation, LFP National Conference, Indianapolis, IN, October 20, 2012.

A Primer on History, Trade, Finance, and Ethical Supply Chain Sourcing:

What happens at one moment in time can have exponential impacts thousands of miles away and unexpectedly change the trajectory of an entire people. And while the happenstance of history may assert random change, deliberate and applied long-term vision can shape and propel a country in an exponential manner. This is Singapore's story - - once a remote stop on ancient trade routes, blessed by a well-situated deep water harbor, impacted and benefitted by colonial governance and industry, thrust into trading prominence by the invention of the steam ship and completion of the Suez Canal, and led into the future by a leader who created an amalgam of Asian entrepreneurial spirit and western government and economic structures. As noted in the calendar, John Curtis Perry (author of a required reading, and retired Tufts University professor) will speak to our students via video conference.

It's against this backdrop and in the heart of the third largest financial center in the world that we study international trade/finance, and look at the complexities of multi-national supply chain management and the faith and ethical implications therein. We'll explore how our faith compels us to think past "the culture of affluence", better understand the Church's historical and regional influences, and to apply economic tools and understanding for Kingdom purposes.

Required Texts and Learning Resources:

- Robert Carbaugh (2016): [*International Economics*](#), 16th edition, Cengage Publishing
- John Curtis Perry (2017): [*Singapore, Unlikely Power*](#). 1st edition, Oxford University Press
- Gayle Beebe (2011), [*The Shaping of an Effective Leader*](#), 1st edition, Intervarsity Press
- John Manners-Bell (2017): [*Supply Chain Ethics: Using CSR and Sustainability to Create Competitive Advantage*](#), 1st edition, Kogan Page Limited

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- Hong Kong's Repatriation to China: Selected readings TBD
- The Vietnam War (2017): PBS, Ken Burns and Lynn Novick, [Selected episodes and discussion materials](#)
- Pol Pot's Shadow (2002): PBS Frontline, Amanda Pike, [Video and Reporter's Diary](#)
- [Selected readings \(Serving Society\)](#)
- Wall Street Journal electronic subscription (student rate)

In-Class Format (domestic and abroad):

It's real simple...I expect that you'll:

1. Be on time and properly caffeinated; have read the material before class; and be prepared to answer pop questions.
2. Be an active and proactive part of group projects. The individuals on your team will evaluate your performance at the end of the semester and those evaluations are factored into your grade.
3. Actively participate during class, encourage participation of others, and respect others' opinions.
4. Turn in assignments at the beginning of class.
5. Notify me of excused absences (including illness) ahead of class.
6. Have the chutzpah to ask questions (of me or fellow students) when something isn't clear (always within the bounds of respect). If something in the text book is not clear (or not covered in class)...speak up and ask about it.

On Campus Format (May 4-15. Singapore LAX departure 5/16, arrives Singapore 5/21 TBD):

1. Class on Mon-Fri from 9 a.m. to noon (unless otherwise indicated). Class content to be country focused with some textbook readings. DBS research from 1:00 p.m. through 5:00 p.m. +/- (or as directed by DBS or professor Bradford)
2. Corporate site visits may supersede standard daily format
3. All-class dinners to discuss Singapore, Vietnam, Hong Kong, and Cambodia will occur at least twice weekly

Singapore Format (May 21-July 16. Does not apply to excursion trips):

1. Mon-Wed: class from 9 a.m. to noon. DBS research from 1:00 p.m. through 5:00 p.m. +/- (or as directed by DBS or professor Bradford)
2. Thur-Fri: DBS research
3. Cultural, religious, or industry site visits may supersede standard daily format
4. Group dinners once per week
5. Church visits and service/ministry projects

Excursion Format (Hong Kong, Vietnam, Cambodia. Various dates):

1. Class gatherings early morning subject to site visits and classroom availability
2. DBS fellowship research: Subject to site visits and internet access
3. Cultural, religious, or industry site visits may supersede standard daily format

DBS Fellowship:

This research fellowship is in conjunction with DBS' 2018 DBS Asian Insights conference - - a regional conference that attracts 1,100 business and thought leaders from Singapore and areas throughout south east Asia. In the process, students will meld course material in international finance and global trade with their day-to-day involvement with DBS and its flagship conference. In addition to enrolling in EB-150 (a four-unit class), students will also be enrolled in EB-190 to additionally receive four units of internship credit.

"The answer is not in the building"

The bulk of the internship will be A) conducting regional research, B) drafting white papers for the conference, and C) helping with conference prep logistics, and D) working the conference with possible follow-up duties. The scope and duties of the internship may evolve based on DBS needs.

While in Singapore:

Site visits may include the stock exchange, Gardens by the Bay, Botanic Gardens, Marina Bay, Orchard Road, Merlion Park, Singapore Flyer, Little India, China Town, Asian Civilizations Museum, Building History Tour, National Museum of Singapore, Rugby Sevens, Kusa Island, site visits to U.S. based businesses, the U.S. Embassy, and U.S. Chamber of Commerce events (as available).

Cultural Site Excursions (exact locations still being finalized):

Each cultural site visit will be preceded by readings and class discussions. Touring each site will add to students' understanding of the significance of each location. At the end of each visit, students will prepare a three-page executive summary paper articulating the site's history, regional significance, as well as their personal reflections. Depending on availability, trips to manufacturing facilities may coincide with these visits. Readings for each of these excursions will be distributed at the beginning of the Mayterm.

1. **Angkor Wat (Cambodia):** This UNESCO World Heritage Center is located in Cambodia's northern province of Siem Reap and it is one of the most important archaeological sites of Southeast Asia. It extends over approximately 400 square kilometers and consists of scores of temples, hydraulic structures (basins, dykes, reservoirs, canals) as well as communication routes. For several centuries Angkor, was the center of the Khmer Kingdom. With impressive monuments, several different ancient urban plans and large water reservoirs, the site is a unique concentration of features testifying to an exceptional civilization (source: <http://whc.unesco.org/en/list/668>). Additional visits will be made to the Landmine Museum, the Angkor Night Market, and a floating fishing village as time permits.
2. **Killing Fields (Cambodia):** Under the tyranny of the communist Khmer Rouge regime and its brutal dictator, Pol Pot, this region witnessed one of the largest genocides in history. UN and other sources estimate between two and three million people. This blunt reminder of humankind's capacity for evil saw the mass execution of ethnic groups, Cambodian Christians, Buddhist Monks, professionals, intellectuals, and political dissidents.
3. **Ho Chi Minh City (Vietnam):** Visit the museum of Vietnamese History, learn about the Vietnam War at the War Remnants Museum, walk through Ho Chi Minh Square, Jade Emperor Pagoda, the Notre Dame Cathedral, and the Ben Thanh and Binh Tay public markets for a diverse glimpse of this city. Westmont Trustee Tom Nguyen will meet with students to talk about his personal connection with the story and his business and industry insights.
4. **Hong Kong (China):** View the skyline on the Victoria Peak tram, walk through the Temple Street Night Market, Hike the Dragon's Back, enjoy Nan Lian Gardens, tour the Hong Kong Museum of Art, walk along the Tsim Sha Tsui East Promenade, visit Exchange Square (financial district), attend a local church.

Leadership in a Global Context:

To complement Dr. Beebe's, *The Shaping of an Effective Leader*, he will incorporate the Seven Competencies in Developing Global Leaders. Excursions to U.S. multi-national companies with footprints in Singapore will allow students to experience global opportunities.

Supply Chain and Ethical Sourcing Case Studies:

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Case studies focusing on supply chain ethics will provide students with a deeper understanding of multi-national logistics and the crucial importance of active corporate responsibility. Studies will provide background readings, group presentations, and best practice reviews from industry leaders including Patagonia and Deckers Brands. Student teams will research and present findings on the following topics:

- Nike: Manufacturing and employee rights
- Lumber Liquidators: Sourcing and environmental implications
- Boeing 787: Managing product development across a global supply chain
- McDonald's: Challenges of the modern supply chain

In addition to case studies, we will attempt to work with local industry leaders in corporate responsibility and ethical sourcing. The intent is to have students, during their two weeks on campus meet with executives from Patagonia and Deckers (who manufacture in Vietnam and Cambodia) to talk through corporate commitment and execution on these topics. Then, while abroad, we hope to have student visit factories that manufacture for these companies. We hope to do a debrief with the executives and students to talk through their experiences.

Case Studies:

Utilizing case studies, student teams will analyze and process materials and present a summary of findings to class and submit a five-page paper. In addition to team-based projects, individual students will review a compilation of Wall Street Journal articles (focused on specific countries, regions, trade, and religion (see below article categories). The Wall Street Journal articles will give students an opportunity to compare the content based on when the article was written with current realities. Students will read the article, conduct research to see how the landscape has changed, and apply those findings with a two-page paper (which asks them to summarize the article, describe any updates on the topic, and then describe the likely impacts to a trading partner country). Students must complete three reviews/papers on any of the following topics:

Wall Street Journal Country and Topical Articles: Africa, Cambodia, Vietnam, Malaysia, Indonesia, China, Commodities, Europe, Finance/Trade, India, Japan, Koreas, Latin America, Markets, Middle East, Monetary/Currency, North America, Religion, Russia, Singapore, Taxation and Trade. Additionally, Jacob Schlessinger (Senior Asia Economics Correspondent, Wall Street Journal) will share his insights to the students via video conference.

Excursion Executive Summaries:

After visiting excursion countries, students will submit a two-page executive summary and reflection of their experiences in Hong Kong, Vietnam, and Cambodia. Students will reflect on on-campus learning and their observations about culture, business, and faith while in country.

End of Term Reflective Essay: A five-page reflective essay will be due at the end of the term.

Grading:

The grading matrix attempts to factor individual performance (participation, essays, and exams) and team projects. Team projects (case studies) will include a peer review component. Accordingly, you will be evaluated by your teammates on your role and performance.

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| Participation (attendance, team evaluation, professor's judgment) | 10% |
| Trade, Finance, Ethical Sourcing Case Studies (team based, one per team) | 10% |
| Team-based Case Study Peer Reviews..... | 10% |
| Wall Street Journal Topical Article Case Studies (two per student, in teams) | 30% |

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| Excursion Executive Summaries (3) | 15% |
| Mid Term..... | 10% |
| Final Exam | 10% |
| Reflective Essay..... | 5% |

NOTE: As with most classes the textbook serves as the foundation for the course. Although class lectures and projects may not follow or cover all textbook content, students should expect to be tested on the textbook, supplemental readings, and lecture content. Bottom line...do your reading and come prepared with questions prior to any test.

Academic Integrity:

Dishonesty of any kind may result in loss of credit for the work involved and the filing of a report with the Provost's Office. Major or repeated infractions may result in dismissal from the course with a grade of F. Be familiar with the College's plagiarism policy, found at:

http://www.westmont.edu/_offices/provost/plagiarism/academic_integrity_policy.html

Disability Services:

Students who have been diagnosed with a disability are strongly encouraged to contact the Office of Disability Services as early as possible to discuss appropriate accommodations for this course. Formal accommodations will only be granted for students whose disabilities have been verified by the Office of Disability Services. These accommodations may be necessary to ensure your equal access to this course.

Please contact Sheri Noble, Director of Disability Services. (310A Voskuyl Library, 565-6186, snoble@westmont.edu) or visit the website for more information: http://www.westmont.edu/_offices/disability

DRAFT CALENDAR:

No plan of battle ever survives the first encounter with the enemy."

NOTE: Dates to be updated for 2020

General George Patton

| Date | Reading/Assignments Due |
|------------------|---|
| Mon, 5/4 | <ul style="list-style-type: none"> ▪ Guest Speaker (8 a.m. at Founders): Tom Nguyen Westmont Trustee (LinkedIn Profile) ▪ Patagonia site visit prep (9-10:30): Chuck Joe article, Patagonia web content, 2017 Report, and FLA Report; Guest Speaker: (11:00 to 12:30 +/-) Congressman David Dreier (Review his bio AND watch his interview on Hank Paulson's <i>Dealing with China</i> book BEFORE class). ▪ <i>Dinner at Bradford's 5:00-7:30</i> (WSJ article review and sign-up) |
| Tues, 5/5 | <ul style="list-style-type: none"> ▪ Site Visit: Cara Chacon V.P. Social and Environmental Responsibility (Profile) at Patagonia and others. Tentatively leave campus at 8:15 (9:00-10:30 discussion with Patagonia. Class TBD) ▪ Perry ch. Preface and 1-2, Beebe ch. 1; DBS conference call 8:00pm at KSC. |
| Wed, 5/6 | <ul style="list-style-type: none"> ▪ Perry ch. 3, MB ch. 1, Carbaugh ch. 1. Q&A prep for Deckers site visit ▪ Guest Speaker (10:30): Jacob Schlesinger: Senior Asia Economics Correspondent, Wall Street Journal (via video call, LinkedIn Profile); KEYT (11:30); <i>Dinner at Bradford's 5:00-7:30 (Vietnam War)</i> |
| Thurs, 5/7 | <ul style="list-style-type: none"> ▪ Site Visit: Meet with Deckers CEO, COO, VP Global Product Development on corporate responsibility and ethical sourcing (leave campus 8:15) ▪ Beebe ch. 2, MB ch. 2; Dr. Beebe (10:30-Noon +/-): Developing global executives (part 1) time TBD |
| Fri, 5/8 | <ul style="list-style-type: none"> ▪ Perry ch. 4, MB ch. 3; WSJ article; Guest Speaker (9:00): Dr. Sandra Richter, A Biblical Theology of Creation Care; Dr. Beebe (10:00-Noon) Developing global executives (part 2); <i>Dinner at Bradford's 5:00-7:30 (Vietnam War)</i>; Serving Society orientation & ILAF completed |
| Mon, 5/11 | <ul style="list-style-type: none"> ▪ Carbaugh ch. 2, Perry ch. 5; Development Bank of Singapore (DBS) overview; Two-page summary of Patagonia/Decker's site visits and debrief discussion; WSJ articles ▪ Dr. Beebe (9-10): Developing global executives (part 3) ▪ <i>Dinner at Bradford's 5:00-7:30 (Guest Speakers: Dr. Edd Noell on China (Profile))</i> |
| Tues, 5/12 | <ul style="list-style-type: none"> ▪ Perry ch. 6, MB ch. 4; Team presos on Singapore: History, culture, and people; Colonial and Trading evolution, Independence area, DBS history; Dr. Beebe (9-10): Guest Speaker: (11:00 a.m.): Stuart Jenkins, Innovation and China (LinkedIn Profile); DBS conference call 8:00pm at KSC. Trip Prep: <i>Dinner at Bradford's 5:00-7:30</i> |
| Wed, 5/13 | <ul style="list-style-type: none"> ▪ Perry ch. 7, MB ch. 5; Travel overview with Office of Global Studies (11:30); WSJ articles ▪ Guest Speaker (10:00 a.m.): Professor John Curtis Perry, <i>Singapore, an Unlikely Power</i> (Profile); Serving Society: Overview of Manila and child poverty |
| Thurs, 5/14 | <ul style="list-style-type: none"> ▪ Carbaugh ch. 3, Beebe ch. 3; Case Study: McDonald's; WSJ articles ▪ Dr. Beebe: Developing global executives (part 3) |
| Fri, 5/15 | <ul style="list-style-type: none"> ▪ Travel: Depart LAX (Gather at KSC 1:45, Airbus 2:50, LAX flight 10:50pm) |
| <u>Sun, 5/17</u> | <ul style="list-style-type: none"> ▪ <u>Arrive Manila. Attend church, shuttle to Kids International Ministries (kidsim.org)</u> |
| <u>Mon, 5/18</u> | <ul style="list-style-type: none"> ▪ <u>5/18-5/21 (4 days) Daily activities to include A) Service work (4 hours/day) with Kids International (Feeding Program, Hope Alive Clinic, Sports Outreach, Construction, Childrens' Home, School mentoring, and Medical clinics), b) Cultural and Industry visits. Complete Serving Society readings</u> |
| Fri, 5/22 | <ul style="list-style-type: none"> ▪ <u>Fly to Singapore. MRT passes. Check-in to YWCA. MRT and city overview.</u> ▪ <u>Group dinner</u> |
| Sat/Sun, 5/23-24 | <ul style="list-style-type: none"> ▪ <u>Saturday group activity. Sunday church.</u> |
| <u>Mon, 5/25</u> | <ul style="list-style-type: none"> ▪ <u>Secure work permit. DBS tour. Serving Society reflective essay due.</u> ▪ DATES FOR 2020 TO BE UPDATED |
| Tues, 5/22 | <ul style="list-style-type: none"> ▪ Perry ch. 8; WSJ articles; DBS: (11:00 ChienYen at YWCA); Kelly Svc: (4pm DBS Onboarding) ▪ Walking tour: Helix/Esplanade Bridges/Clarke Quay |
| Wed, 5/23 | <ul style="list-style-type: none"> ▪ Carbaugh ch. 4, MB ch. 6; WSJ articles; Weekly Debrief (GE) ▪ Embassy briefing prep |
| Thurs, 5/24 | <ul style="list-style-type: none"> ▪ Perry ch. 9; Case Study: Nike; DBS: lunch (11:30); Site Visit: U.S. Embassy briefing 2pm.; Weekly Debrief (GE) Event: Sharon Rose '89 reception (Westmont Trustee; Profile) |
| Fri, 5/25 | <ul style="list-style-type: none"> ▪ Site Visit: TBD ; Event: Chip Kimball dinner 6:00pm (Singapore American School; Profile) |

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| Sat, 5/26 | ▪ Site Visit: Asian Civilisations Museum; Walking Tour: Marina Barrage/Gardens by the Bay/Marina Bay Sands |
| Sun, 5/27 | ▪ Attend church on your own or in groups. Group dinner |
| Mon, 5/28 | ▪ Carbaugh ch. 4, MB ch. 7; WSJ articles; Hong Kong readings/video TBD |
| Tues 5/29 | ▪ Hong Kong readings in Canvas; WSJ articles; Vietnam/Cambodia Visas; Site Visit: Dave Albert '88, Spectrum Brands (Profile) 2:00 p.m. Excursion Prep: Hong Kong (6/1-6/5) |
| Wed, 5/30 | ▪ Carbaugh ch. 5; WSJ articles Case Study: Boeing 787 ; Weekly Debrief (GE) |
| Fri, 6/1 | ▪ Travel: Depart for Hong Kong (Leave hotel 7:30 a.m.; Flight 10:00 a.m.) |
| June 1-4 | ▪ See Hong Kong itinerary |
| Tues, 6/5 | ▪ Travel: Depart for Singapore (leave for airport 11:30 a.m., flight 2:50 p.m.) |
| Wed, 6/6 | ▪ Carbaugh ch. 8; WSJ articles ▪ Hong Kong excursion reflection discussion |
| Thurs, 6/7 | ▪ Carbaugh ch. 9, Beebe ch. 4 |
| Sat, 6/9 | ▪ Hong Kong excursion 2-page summary due ▪ Site Visit: Singapore Art Museum |
| Sun, 6/10 | ▪ Attend church on your own or in groups. Group dinner |
| Mon, 6/11 | ▪ Carbaugh ch. 10, MB ch. 8, Beebe ch. 5 ▪ Mid-term exam |
| Tues, 6/12 | ▪ Carbaugh ch. 11, MB ch. 9, Beebe ch. 6 |
| Wed, 6/13 | ▪ Carbaugh ch. 12; WSJ articles; Case Study: Boeing; Weekly Debrief (GE) |
| Thur, 6/14 | ▪ Event: Alum and Parent Reception (evening) |
| Sat, 6/16 | ▪ Site Visit: Ferry trip to neighboring island |
| Sun, 6/17 | ▪ Attend church on your own or in groups. Group dinner TBD |
| Mon, 6/18 | ▪ Carbaugh ch. 13, MB ch. 10, Beebe ch. 7; WSJ article |
| Tues, 6/19 | ▪ Carbaugh ch. 14, MB ch. 11; Singapore migrant/demo discussion (GE) |
| Wed, 6/20 | ▪ Carbaugh ch. 15, Beebe ch. 8; WSJ articles; Excursion Prep: Ho Chi Minh City, Phnom Penh and Siem Riep (Ankor Wat) 5/30-6/8 ▪ Group dinner with Dr. Beebe |
| Thurs, 6/21 | ▪ Dr. Beebe: Developing global executives (part 4); WSJ articles ▪ |
| Fri, 6/22 | ▪ Travel: Depart for Vietnam (leave for airport 8:00 a.m., flight 11:00 a.m.) |
| Mon, 6/25 | ▪ Travel: Depart for Cambodia (leave for airport 6:00 a.m., flight 8:30 a.m.) ▪ See Ho Chi Minh schedule (6/22-6/24) |
| June 25-29 | ▪ See Phnom Penh/Seam Reap/Angkor Wat schedule. ▪ Travel: Bus ride from Phnom Penh TBD on Wed, June 27 |
| Sat, 6/30 | ▪ Travel: Depart for Singapore (leave for airport 1:00 p.m., flight 4:10 p.m.) |
| Sun, 7/1 | ▪ Attend church on your own or in groups. Group dinner TBD |
| Mon, 7/2 | ▪ Carbaugh ch. 16. MB ch. 12; WSJ article ▪ Vietnam and Cambodia excursion reflections |
| Tues, 7/3 | ▪ Carbaugh ch. 16 ▪ Vietnam and Cambodia excursion 2-page summary due |
| Wed, 7/4 | ▪ Case study: Lumber Liquidators. Singapore Social Contract discussion (format TBD) GE ▪ Event: Ex-pat 4 th of July celebration (TBD) |
| Sat, 7/7 | ▪ Event: Prison Fellowship kids' ministry at St. Paul's Church and True Way Presbyterian. Serving Society mid-term group discussion |
| Sun, 7/8 | ▪ Attend church on your own or in groups. Group dinner TBD |
| 7/9-7/12 | ▪ Final Exam (Mon, 7/9); Events/Site Visits TBD as time permits |
| Fri, 7/13 | ▪ DBS Conference |
| Sat-Sun | ▪ TBD |
| Mon, 7/26 | ▪ NOTE: Depart for Los Angeles (leave for airport 7:00 a.m., flight 10:00 a.m.) Arrives LAX 7/16 11:05 a.m. (time change saves a day) |

*Calendar subject to change.

"The answer is not in the building"