COURSE NUMBER: IBUS 4401
COURSE TITLE: Managing the Multinational Enterprise
SEMESTER: Spring 2013

COURSE DESCRIPTION:

Globalization and technological advances have created exciting opportunities for managers to pursue strategies in markets around the world. These developments also present managers with enormous complexity in terms of understanding diverse economic, political and social environments, managing the organizational tension inherent in coordinating activities worldwide, fostering innovation and cross-national learning, and interacting with employees and partners from diverse cultures.

This course leverages the foundation built in Introduction to International Business (IBUS 3001) to analyze the strategic challenges facing the multinational enterprise. We begin at a broad level exploring management in diverse institutional environments, and then analyze topics such as expansion strategies, strategic alliances, and designing effective organizational structures for multinational operations.

In class, we will use lectures and case studies to understand and evaluate the strategies of firms attempting to launch overseas operations, leverage technological knowledge or institutional variation to their strategic advantage, and coordinate the activities of their geographically-dispersed affiliates.

INSTRUCTOR: Anthony P. Cannizzaro 202-994-6880 (Telephone)
tony_c@gwu.edu 202-994-7422 (Fax)

CLASS MEETINGS: Duques 259 (Mon & Wed 3:45 – 5:00 PM)
OFFICE HOURS: Funger 401G (Mon & Wed 2:00 – 3:00 PM, or by appointment)

COURSE OBJECTIVES: By the conclusion of this course, students are expected to:

1. Gain an understanding of the role of the manager in formulating and implementing international strategy;
2. Gain an appreciation of how different institutional environments create strategic challenges and opportunities for the firm;
3. Develop competence in applying economic concepts and strategy frameworks to the analysis of the multinational firm;
4. Understand how to create effective transnational capabilities and competitive advantage; and
5. Gain insight into the organizational tensions inherent in coordinating activities worldwide.

REQUIRED READING: No textbook is required. Required course materials include:

- Cases and readings available for purchase: https://cb.hbsp.harvard.edu/cbmp/access/16676782 (Use this link to the HBSP coursepack and follow the instructions provided.)
- Regular reading of a business publication of your choice (Financial Times or WSJ are best)
- Additional resources posted to Blackboard > Outline > Session #

In addition, supplemental (but not required) readings from textbooks are on reserve at Gelman.
COURSE DELIVERABLES AND EVALUATION:

1. Two team written case analyses (10 points each) 20 points
2. Two team case presentations (10 points each) 20 points
3. Team term paper 15 points
4. Midterm exam 15 points
5. Final exam 15 points
6. Attendance and general participation 15 points

TOTAL 100 points

Final grades will be based on the following distribution:

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<tr>
<th>Grade</th>
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<tbody>
<tr>
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<tr>
<td>C+</td>
<td>78.00 – 79.99</td>
<td>F</td>
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Teams

Following the first class session, students will form five (5) teams of five (5) students each. Students will work with their team to prepare written analyses and presentations of case studies to the class, and on the final term paper. Form your teams prior to the second session, and report team membership to me via email. Any student not in a team by the beginning of the second class will be assigned to a team. Teams will select their cases during the second class session (priority in case selection will be based on the order in which teams report their membership to me).

Written Case Analyses and Case Presentations

The class will analyze a case study following each discussion topic in the course. Each week, one team will be responsible for preparing a written analysis and presentation of the case for the class.

The written analysis should be five pages (double-spaced, 12 point Time New Roman font, 1-inch margins), and is due to the instructor by email prior to the start of the class session in which it is to be presented (case analyses submitted on or following the start of the appropriate class session will be considered late, and will not be accepted). Specific questions to be addressed in each analysis will be provided on Blackboard under the corresponding session number in the “Outline” section. All questions must be addressed in the written analysis (please use headings to indicate when you are moving from one question to another).

Evaluation will be based on the rigor of the analysis and the quality of the writing. A rigorous case analysis will:

- Identify key issues and make plausible recommendations;
- Demonstrate critical thinking and in-depth analysis;
- Utilize the data and information in the case to support arguments (Do not simply regurgitate facts from the case. Your paper should be entirely analysis – include facts only as support.); and
- Demonstrate that you understand theories, concepts and frameworks from the course.
A quality written analysis will:

- Be close to the page limit (You may allocated space to particular questions however you see fit);
- Be entirely your own work (Do not do research beyond what is presented to you in the case; materials. Research outside the case materials, including how others viewed the case or how the company ultimately resolved the issue of the case will be considered cheating.);
- Be succinct (It is more difficult to write a good short paper than a long one. In order to stay under the page limit, consider using bullet points or tables where appropriate.); and
- Be clear and professional. (Grammar counts, spelling counts, writing style counts!)

The team responsible for the day’s case will also prepare a PowerPoint presentation (or other software with my permission) to introduce the case, analyze the case questions, and assist in leading the subsequent discussion of the case in class. The presentation should last about 20 minutes. The presentation should communicate the team’s written analysis effectively to the class, and meet all the standards or rigor outlined above. While not all team members need to be involved in the presentation, all members are expected to be knowledgeable of the case and all team members must be involved in that day’s discussion (team members not participating in the presentation or the discussion will be penalized).

Evaluation of the in-class presentation and discussion will be based on content and quality of the presentation, understanding of the case, and the team’s professionalism (presentation style, professional dress, and effective use of PowerPoint (or other presentation software)).

**Term Paper**

The term paper will be a collaborative project among all team members examining the strategy of a multinational enterprise that is currently in the news. The team should select a publicly held company listed in the Fortune Global 500 or the Business Week Global 1000 (alternatively, students may choose a large private corporation or non-governmental organization that operates in multiple countries, provided information is available to complete the assignment). The enterprise can be headquartered in any country, but it is to the team’s benefit to select a country for which adequate information is available to complete the assignment (“lack of public information” is not an acceptable excuse for a poor paper). Each group must indicate their choice of company to me via email by Session 10 (February 20th). Choose early, as duplication of organizations across teams is not permitted. Late selection will be penalized. I reserve the right to invite a member of the selected organization to assist in assessing the paper.

The term paper should describe the multinational enterprise and its current institutional context, and discuss the relevant strategic issues facing the enterprise. Students should then apply ideas from the lectures and readings to draw analogies to (or point to dissimilarities between) the strategies adopted by the multinational firm vis-à-vis the organizations discussed in our cases or class discussion. Strategies may include the decision to internationalize, the mode of overseas expansion, the structure of the organization, organizational capabilities (relevant to the firm’s global context), cross-border collaborations through alliances, or innovation strategies. Finally, the paper should conclude with a discussion of insights and recommendations on critical actions the multinational should take.

Students must properly cite all sources in the body of the paper, and include a complete bibliography. The paper should be 25 to 30 pages in length (double-spaced, 12 point Time New Roman font, 1-inch margins) not including exhibits, appendices, and bibliography. Papers are due via email by the beginning of the final class (Session 28: May 1st). Late papers will not be accepted, and will receive no credit.

A majority of a student’s grade on a team assignment will be common credit, as team members are individually and collectively responsible for their final product. In addition, I will ask each team member to rate the performance and contribution of their fellow team members before assessing the final grade.
Midterm and Final Exam

There will be two exams. The first exam will be held during class Session 13 (March 4th), and will cover all preceding materials. The final exam will be comprehensive (covering all course materials, though focusing on the latter half of the course), and will be held during exam week on a day designated by the university (TBD).

Class Participation and Attendance

As this course relies almost entirely on class discussion and case analysis, class participation and attendance are fundamental for meeting the course objectives. As such, attendance is mandatory. Any unexcused absences may result in the forfeiture of most or all of your class participation and attendance credit. In addition, all students are expected to be prepared, to participate, and to be professional. This means reading all required materials prior to class, actively participating in all lectures and case discussions (not only those cases to which your team is assigned), and conducting yourself in a manner suitable to a professional business setting.

COURSE POLICIES

Academic Integrity

I strictly abide by the university’s academic integrity policies (http://www.gwu.edu/~ntegrity/code.html). Academic dishonesty is defined as cheating of any kind, including misrepresenting one's own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information. **ANY ASSIGNMENT INCLUDING PLAGIARIZED MATERIALS WILL RECEIVE AN F.** No exceptions will be made.

As discussed in the prior section, team members are individually and collectively responsible for any product the team produces. This includes the academic integrity of that product. Sanctions for academic dishonesty in any team assignment will apply to the entire team.

Late Assignments

**NO LATE ASSIGNMENTS WILL BE ACCEPTED.** (Note: 5 minutes late constitutes a late assignment – please make arrangements to turn your assignments in before the deadline). Failure to submit an assignment prior to its deadline will result in zero credit on that assignment.

Final Grades

Final grades will reflect the student’s total points earned in the course. I will make best efforts to make grades available to students via the gradebook on Blackboard. All grades are final. There will be no opportunities for extra credit. If you are having trouble with the lectures, readings, cases or assignments, **COME TO OFFICE HOURS OR MAKE AN APPOINTMENT TO SEE ME PRIOR TO BEING EVALUATED ON THE MATERIALS!**

Grade Inquiries

I spend a lot of time writing exam questions. While they may require careful thought, they always have unambiguous answers. When grading these exams or assessing written assignments, I try my best to grade extremely carefully. However, mistakes can happen. If you believe I have made an error in grading your work, please submit a **WRITTEN REQUEST**, and I will re-grade your **ENTIRE ASSIGNMENT.** Please note, the new grade may be the same, higher, or lower than the original.
<table>
<thead>
<tr>
<th>Session</th>
<th>Class Date</th>
<th>Topic</th>
<th>Readings / Cases</th>
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<tbody>
<tr>
<td>1</td>
<td>Mon 1/14/2013</td>
<td>Opening Remarks; Intro to IB Strategy</td>
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Supplemental Reading: Ch 8: International Strategy (from Hit, Ireland & Hoskisson’s "Strategic Management") (Note that this should be a review of BUS 3001.) (40 pages) (On Reserve at Gelman) |
| 3       | Wed 1/23/2013 | International Strategy (continued) | Transformations of Wal-Mart Mini Case |
| 4       | Mon 1/28/2013 | Managing in Diverse Institutional Settings: Advanced Capitalist Economies | |
| 5       | Wed 1/30/2013 | Case Discussion | |
| 7       | Wed 2/6/2013 | Case Discussion | |
| 8       | Mon 2/11/2013 | Managing in Diverse Institutional Settings: Base of the Pyramid | |
| 9       | Wed 2/13/2013 | Case Discussion | MTN Cameroon: The Competitive Advantage of Being African |
| 10      | Wed 2/20/2013 | Managing in Diverse Institutional Settings: Political Risk and Corruption | |
| 12      | Wed 2/27/2013 | Review For Midterm | |
| 13      | Mon 3/4/2013 | Midterm | |
| 15      | Mon 3/18/2013 | Case Discussion | |
| 17      | Mon 3/25/2013 | Case Discussion | The Beer Cases (A, B, C) - Read all 3; Pick 2, Compare and Contrast |
| 18      | Wed 3/27/2013 | Strategic Alliances | |
| 19      | Mon 4/1/2013 | Case Discussion | |
| 20      | Wed 4/3/2013 | Emerging Market Multinationals | |
| 21      | Mon 4/8/2013 | Case Discussion | |
| 22      | Wed 4/10/2013 | Strategy, Structure and Organizational Culture | |
| 23      | Mon 4/15/2013 | Case Discussion | |
| 24      | Wed 4/17/2013 | Strategy and National Culture | |
| 25      | Mon 4/22/2013 | Case Discussion | |
| 26      | Wed 4/24/2013 | Innovation Strategies | |
| 27      | Mon 4/29/2013 | Case Discussion or Make-up | |
| 28      | Wed 5/1/2013 | Closing Remarks; Review for Final Exam | |

**Part I: Managing in Diverse Institutional Environments**

**Part II: Managing Global Expansion**

**Part III: Strategy and the Multinational Enterprise**