MBAD 241 – Global Perspectives
Fall 2011

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Class meetings: Tuesday 1:30 – 4:00 p.m.
Office hours: Tuesday 4:30 – 6:30 p.m.
Thursday 4:00 – 6:00 p.m. and By appointment

To purchase the ebook:
a. Go to https://create.mcgraw-hill.com/shop/#/catalog/details/?isbn=9781121269866
b. Add the book to your cart, select the download option
c. Confirm that you have the correct ebook by rechecking ISBN
and pay using a credit card
Please note McGraw Hill recommends students access text through
Internet Explorer and not Blackboard.
2. Additional required readings to be accessed through library databases
http://www.gelman.gwu.edu/
3. Class webpage: http://blackboard.gwu.edu

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 national
environments. This course has been designed to introduce a global perspective to the
MBA Program.

The course starts at a broad level, raising questions about globalization and its
implications, then proceeds to survey the international landscape. We will focus on
identifying differences in national environments, categorized into three major themes: the
economic context, the political context and the socio-cultural context. We will examine
the effects of the international context at different levels, analyzing the role of
international institutions such as the World Trade Organization, national governments,
non-government organizations and competing firms.

The objective is to gain an understanding of how firms/managers must modify decisions
and processes to create competitive advantage and success in the complex global arena.
This learning will be facilitated by discussion of readings, cases, current issues in
international business. The overarching goal of this course is to enable students to
develop and/or fine tune skills in the analysis of issues specific to the international
business environment. These skills include:
a) **Diagnosis**: Critically diagnosing strategic and organizational problems in the international business environment and developing an awareness of the fundamental assumptions involved.

b) **Recommendation**: Developing viable solutions and implementation strategies to these problems.

c) **Communication**: Articulating the above both orally and in writing.

The specific objectives for the course are:
(a) To gain an understanding of the role of the manager in formulating and implementing international strategy.
(b) To gain an appreciation of how the different facets of the international environment create strategic challenges and opportunities for the firm.
(c) To develop a competence in applying techniques and frameworks in the analysis of the international environment.
(d) To gain a sensitivity to ethical issues in international business.

**COURSE FORMAT**
A combination of lectures, discussions of assigned readings, international management cases and in class activities will be used. In addition, articles in the business press may be used to supplement the required textbook and facilitate discussion.

**COURSE COMPONENTS AND GRADING:**

1. Case commentaries
   - 2 written cases @ 15% each   
   - 30%

2. Class participation
   - 20%

3. Final exam
   - Essay 10%
   - Multiple choice, scenario 40%   
   - 50%
   - 100%

**GRADING PARAMETERS**

The MBA Faculty Task Force recommends that the grade distribution of the class have an average between 3.2 and 3.4 and no more than 20% of the class receive As and A-s. Students should expect a 3.3 (B+) as an average grade.

**1. CASE ANALYSIS**

Written case analyses are required for two cases. Case analyses should be done in groups of four to five students, assigned by the MBA office. You may choose any two out of five cases (indicated in bold in the syllabus) for your group analysis. One case analysis **must be done by September 13th** and one after September 13th.
Grades will be assigned based on:
1. Application of chapter and reading concepts and frameworks to the case
2. Rigor of case analysis
3. Specific recommendations supported by well thought out arguments and financial evaluation
4. Quality, professionalism and clarity of writing and presentation

Please keep in mind the following suggestions when writing analyses for this class
1. Your analysis must address all three case questions (indicated in the syllabus) assigned for the specific case.
2. Apply the theoretical concepts and frameworks from the readings associated with the case (for e.g. for Saudi Arabia case, please use the chapter on Foreign Direct investment and the reading titled, *Investing in a post recession world*).
3. Cases should be evaluated based on the information in the case. Do not do research beyond the scope of the case. In particular, your assignment is to make recommendations at the time the case ends. In making recommendations do not consider any events that occurred after the end of the case.
4. These assignments are limited to three pages of discussion (essay style, double spaced, 12 pt font) and additional discussion will not be reviewed. In addition to the three pages of discussion, exhibits and tables are permitted. Consider using tables (for e.g. showing advantages and disadvantages) and number crunching (where applicable) to support your discussion. You may use as many exhibits and tables as necessary, but they should be referred to in your three page discussion. The case commentary should not be a summary of the case or a list of issues.
5. Provide strong support for your recommendations. Make sure that your logic is clear and that your recommendations address the issues raised by the questions. The purpose of cases is to understand issues. There are no right answers, only good arguments and weak arguments supporting recommendations.
7. All team members are expected to participate in the preparation of the analysis and will receive the same grade.
8. The case analysis is due at the beginning of the class session in which it is to be discussed, i.e. before they are discussed in class. (for e.g. if you do the Brazil case it must be submitted by 1:30 p.m., on Tuesday, September 6th).
9. Additional writing guidelines for case analyses are available on Blackboard.

*Turning in assignments*

The assignments must be handed in at the beginning of class session in which the case is to be discussed and should be identified with group member names. If for some reason you are unable to attend class the day an assignment is required (e.g., illness, business trip), you may submit it before class to my office, or use alternative technologies such as fax or email. Please let me know in advance if you will be submitting your assignment using one of the alternative approaches. Such submissions are still due before the start of class time. Late assignments will not be accepted in fairness to other students.
2. EXAM
There will be one closed book, closed notes exam that will cover the conceptual frameworks and cases discussed in class. Other material discussed in class (e.g., current news articles) not in the text will also be included in the exam. The format of the exam will include multiple choice and short answer questions. The exam must be taken at the time scheduled by the GW School of Business.

3. CLASS ATTENDANCE & PARTICIPATION
A large part of learning in this class comes from applying the concepts through discussion and active participation in the class. Therefore, you will be expected to be present and prepared at all class sessions. Everyone must be ready and willing to take part in this discussion. Students should anticipate being called on at random, and attendance at all classes is expected. If you are not present, you cannot participate.

Suggested preparation includes a quick reading of the assigned readings and case, review of specific questions and concerns relating to the case, and a careful re-reading. Some cases will require a certain amount of quantitative analysis based on the case materials. Please be prepared to go beyond mere recitation of the presented material. It is important to interpret the situation, evaluate the condition of the firm, develop alternative courses of action, and select a recommended strategy. Students will also be expected to intervene in the discussion to challenge the proposals of other strategists.

In assessing the quality of your participation, I consider the following:
* Do the points go beyond recitation of the case facts?
* Is there evidence of analysis and insight to back up statements?
* Are the implications of facts clearly drawn and stated?
* Do comments further the class understanding of issues discussed?
* Do comments raise interesting questions?
* Does the analysis make use of models and techniques from the readings?
* Are comments made in a professional and constructive manner?

To receive a high grade in participation, your participation must be frequent and of high quality making substantive contributions to our discussion. Simply being present does not warrant full credit, nor does frequent participation that does not advance the learning of the class.

OTHER COURSE POLICIES

Additional required readings

In addition to the ebook, students are expected to review the readings indicated in italics in the course schedule. The readings have deliberately not been added to the ebook to keep student costs down. These readings can be accessed through the library databases. Note that copyright restrictions expressly prohibit posting the articles on Blackboard or on Electronic Reserve, but allow students to access them through library
content. If you are accessing library resources from an off campus location you will need a GWID and password.

Instructions for accessing articles:

1. Please go to the GWU Gelman library web site at http://www.library.gwu.edu/
2. Click on the link to Article Databases on the left hand side of the page under the heading Search. If accessing from a campus location skip to Step 5.
3. This step occurs only for off campus access - A new screen called Aladdin log in will open. Please enter your last name, University ID and select George Washington as the institution and click on Go. Help for login trouble is available at https://www.aladin.wrlc.org/INS01/www_v_eng/help.html
4. At the database page, click on Business/Management under the heading Business & Management on the left hand side of the page.
5. This will open a Database list view. Select Business Source Premier (fourth on the list)
6. A new page titled Ebsco Host Advanced Search will open. Please enter the title of the reading in the box provided, for e.g. “Distance still matters” and select document title in the drop down box next to it. Then select publication name, for e.g. Harvard Business Review in the next box and select publication name in the drop down box. Click on Search.
7. This will give you the article with options to view it in HTML or PDF format.

If you have difficulties accessing any particular article please email me.

**Group management:** A portion of your grade in this class comes from group work. Please allocate work and set early deadlines to avoid free rider situations. Each member is expected to contribute to the assignments. Please voice any concerns regarding group member contributions early on, not at the end of the semester. A lack of contribution to the assignments or project can result in 0 points on the assignment.

**Disability services:** Please contact the Disability Support Services office at 202 994 8250 in the Marvin Center to establish eligibility and co-ordinate reasonable accommodation.

**Academic Integrity:** Conduct and all work in this course must be in accordance with the GW Code of Academic Integrity. Academic dishonesty is defined as cheating of any kind, including misrepresenting one’s own work, taking credit for the work of others and the fabrication of information. Any assignment including plagiarized content will receive an F. Please visit the following website for more information on the University code http://www.gwu.edu/~ntegrity/code.html
Schedule of readings, cases and assignments

Session 1 – August 30th

Topic: Introduction to globalization
Reading: 1. Globalization (pg. 2)
Tinker Toy activity (no reading or preparation required for activity)
Syllabus

Session 2 – September 6th

Topic: Economic context - Trade
Reading: 2. International trade theory (pg 42)
   3. Political economy of international trade (pg 84)
Case: Brazil: Leading the BRICs, 2011 (pg 339)
Case Questions
   1. Examine how Brazil’s trade strategy has evolved over the years and its consequences for the country’s economic development.
   2. Evaluate Brazil’s actions regarding a) the compulsory licensing issue and b) the cotton dispute with the U.S. Do they support the country’s long term economic and business interests?
   3. Which of the following options should Dilma pursue – completion of the Doha round, establishment of new Rio talks or pursuit of regional and bilateral agreements? Please provide a supporting rationale for your choice.

Session 3 – September 13th

Topic: Economic context – Foreign investment
Reading: 4. Foreign direct investment (pg 122)
Case: Saudi Arabia: Ready for take-off, 2009 (pg 363)
Case Questions
   1. Examine and evaluate the attractiveness (or lack of) of Saudi Arabia as an investment destination for WCC.
   2. Is foreign investment important for the Saudi Arabian economy? Why?
   3. What decision should Seth make about KSA – continue with exports or invest in production and distribution? Please provide a supporting rationale for your response.
Session 4 – September 20th

**Topic:** Economic, Political context – Regional integration
**Reading:** 5. Regional economic integration (pg 156)<br> *Preferential treatment: The new face of protectionism, Harvard Business Review, 2009*

**Case:** Thought this was easy? U.S. Thailand free trade agreement, 2009 (pg 373)

**Case Questions**
1. What are the benefits, costs and concerns of the free trade agreement from the U.S. point of view?
2. What are the benefits, costs and concerns of the free trade agreement from the Thailand point of view?
3. Should Cook continue to pursue the free trade agreement? Please explain why or why not.

Session 5 – September 27th

**Topic:** Political context – Political economy and risk

**Case:** Busang: River of gold (A) (pg 393)

**Case Questions**
1. What are the problems that Bre-X faces in 1996? How did it get itself into this fix?
2. Would you go along with the Barrick deal? Why or why not?
3. Discuss alternatives that Bre-X may be able to construct. Please be specific in your suggestions regarding individuals it should ally with.

Session 6 - October 4th

**Topic:** Emerging markets
**Reading:** 7. Winning in emerging markets: The nature of institutional voids in emerging markets (pg. 239)<br> *The new frontiers, Harvard Business Review, 2009*

**Case:** Cadim: The China and India real estate market entry decisions 2009 (pg 417)

**Case Questions**
1. Evaluate India and China as investment destinations for Cadim.
2. How can Cadim hedge some of the risks inherent in these markets?
3. What decision should the Caisse board make regarding India and China? Please provide a supporting rationale for your response.
Session 7 – October 11th

Topic: Sociocultural context
Reading: 8. Differences in culture (pg. 268)
9. Ethics in international business (pg. 306)
Exam review

Session 8 – Final Exam scheduled by GWSB