MBAD 6241 – Global Perspectives
Fall 2013

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Class Meetings:  Wednesday  7pm-9:30 pm

Office Hours  By appointment

Resources:  Required Text:  Global Business Today (7th ed)
Charles W. L. Hill
ISBN # 978-0-07-813721-1

Additional required readings to be accessed through library databases (http://www.gelman.gwu.edu/)

Class webpage:  (http://blackboard.gwu.edu)

Harvard Business School Coursepack – available for purchase at HBSP.com
https://cb.hbsp.harvard.edu/cbmp/access/20310905

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, and to provide an understanding of how managers and organizations must modify their strategic thinking in order to create competitive advantages in the global arena.

The course begins by raising questions about globalization, and its implications. It then proceeds to survey the international landscape. We will focus on identifying differences in national environments along economic, political, and socio-cultural contexts. We will also analyze the interaction among global actors such as multinational enterprises, international institutions such as the World Trade Organization, national governments, and non-governmental organizations.
In ancient Greece, the Agora was the central marketplace, but it was also the meeting place for political discussions and thus the venue for developing citizen consensus on the issues of the day. The global marketplace is also—in a sense—a global Agora for the creation and disbursement of ideas as well as goods and services. How this global marketplace for public goods as well as private transactions continues to develop is very much a work in progress (and an opaque one at that). However, the global marketplace is the arena where international economic (and increasingly political) issues are most often raised, considered and dealt with.

**Course Objectives:**

The course aims to provide skills in the analysis of issues specific to the international business environment. The specific skills include:

1. **Diagnosis:** Critically diagnosing strategic and organizational problems in the international business environment and developing an awareness of the fundamental assumptions involved;
2. **Recommendation:** Developing viable solutions and implementation strategies to these problems
3. **Communication:** Articulating the above both orally and in writing.

At the end of the course, you should:

1. Gain an understanding of the role of the manager in formulating and implementing international strategy;
2. Appreciate how the different facets of the international environment create strategic challenges and opportunities for organizations,
3. Develop a competence in applying techniques and frameworks in the analysis of the international environment

**Course evaluation:**

Class participation 30%
2 Case write ups (@ 15% each) 30%
Final exam 40%
Total 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.
Class participation:

This is an active, discussion based class where your participation is critical for learning. Therefore, you are expected to be present and prepared for all sessions. It is difficult to get an A in this class without consistent and high quality class participation. You can obviously not contribute if you are not present in class. However, simply being present does not warrant full credit if you are not contributing to the discussion. You will receive no participation points if you are consistently absent from class.

Students should anticipate being called on at random. I will do this to encourage balanced involvement, ensure appropriate preparation, and raise the overall quality of class discussions. You are expected to be familiar with all the assigned materials, and be able to discuss the theory and/or principles of the material, the facts of the case and its implications for managers. Suggested preparation includes a quick reading of the assigned readings and case, review of specific concerns and questions 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 strategies.

In grading class participation, I will not just look at the quantity but also the quality of your class contributions. In assessing the quality of participation, I will consider the following:

1. Is the comment relevant to the current discussion?
2. Does the comment react in an important way to what someone else has said?
3. Can the logic of the argument be traced out?
4. Can you provide evidence to support the assertions that you make?
5. Does the analysis make use of the models and techniques from the readings?
6. Does the contribution further our understanding of the issue at hand?
7. Are comments made in a clear, professional and constructive manner?

Case write ups:

The goal of this exercise is to help you gain or sharpen the ability to write concise and succinct analyses of complex problems. You are required to submit individual written case analysis for any two (2) of the Harvard Business School cases that we will discuss in class. Each case write-up is worth 15% of your final grade. It is suggested that each analysis should be in the range of 750 words each.

Electronic or hard copies of both cases analyses that you choose must be submitted by the last class of the course. It is not recommended that you wait until the waning days of the course to complete these assignments…
A good analysis will respond to the posted question by synthesizing course material, applying course concepts and providing evidence and support for your statements. The case analysis will be evaluated on the following criteria:

1. Did you answer the question?
2. How well have you applied the appropriate course concepts/frameworks to your analysis?
3. Do you provide specific recommendations supported by well thought out arguments and qualitative and/or quantitative evidence?
4. Is your analysis logical, coherent and complete?
5. How clear and organized is your writing and presentation?

**Final exam:**

There will be one closed book, closed notes exam that will cover the conceptual frameworks, cases, and all other material discussed in class. 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.

**Other course policies:**

Office hours: Please take advantage of the opportunity to schedule an office visit. I encourage anyone with specific or general questions to set up an appointment by email. Please don’t wait until the end of the semester if you are having problems in class or outside that may prevent you from coming to class or hamper your learning.

**Course grievance policy:**

The grading policy of this course is not open to negotiation. However, if you feel that a grade you received on any of your assignments or exams is unfair, you are required to send me a written appeal explaining why you think your grade is unfair. Just stating that you ‘deserve’ a higher grade will not be sufficient. Neither is stating that you put in a lot of effort – I expect you to put in effort. But I cannot observe effort, and I will not grade based on effort. I will only grade based on your performance in class or any submitted assignments and exams. After 10 days, the grade is considered final.

**Academic dishonesty:** Academic dishonesty, as defined by the University Policy, will not be tolerated in any form. The University’s Code of Academic Integrity is designed to ensure that the principles of academic honesty and integrity are upheld. Academic dishonesty includes cheating of any kind, including misrepresenting one’s own work, taking credit for the work of others, or the fabrication of information. Any assignment with plagiarized content will receive an F. Please visit the following website for more information on the University’s Code of Academic Integrity: [http://gwu.edu/~ntegrity/code.html](http://gwu.edu/~ntegrity/code.html)
**Special needs:** Any student with special needs should bring this to my attention as soon as possible, but no later than the second week of classes. Please contact the Disability Support Services at 202 994 8250 in the Marvin Center to establish eligibility and coordinate accommodation. If you have a religious holiday or circumstances that require special accommodation, please let me know early in the semester. I will be happy to make reasonable accommodations to facilitate your learning.

**Final Note:**

I reserve the right to change course guidelines and content including readings, assignments and cases as necessary to facilitate an improved learning experience.

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**Schedule of readings, cases and assignments**

**Session One:**

**Topic: Introduction to Globalization**

Readings:  
Chapter One “Globalization”  
Chapter Two “National Differences in Political Economy”  
Global Perspectives: Introduction to Globalization”

**Session two:**

**Topic: Economic and historic context: Trade**

Readings:  
Chapter Five “International Trade Theory”  
Global Perspectives: Trade Theory”  
“Urbanizing China” HBS Case 9-713-037
Session Three:

Topic: National and Global Tensions

Readings: Chapter Three “Differences in Culture”

Global Perspectives: The historic ‘creative tension’ between national and global cultures

“Haier in India” HBS Case HKU978

“Wal-Mart in Europe” HBS Case 9-704-027

Session Four:

Topic: Political and historic context: The Economics of International Trade

Readings: Chapter Six: “The Political Economy of International Trade”

Global Perspectives: The political economy of world trade

“Building Brand Infosys” HBS 9-513-003

“Goldwind USA” HBS 9-912-416

Session Five:

Topic: FDI and Regional Economic Integration

Readings: Chapter Seven “Foreign Direct Investment”
Chapter Eight: “Regional Economic Integration”

“Hitting the Wall: Nike and International Labor Practices”. HBS 9-700-047

“SANY: Going Global” HBS 9-513-058
**Session Six:**

**Topic:** Economic and historic context: The International Monetary System

**Reading:**
- Chapter Nine “The Foreign Exchange Market”
- Chapter Ten “The International Monetary System”
- “Mobile Banking for the Unbanked” HBS 9-511-049
- “Bank of America. Mobile Banking” HBS 512082

**Session Seven:**

**Topic:** National culture, global money, and work-arounds

**Readings:**
- Chapter Eleven “The Strategy of International Business”

**Global Perspectives:** Culture, Capital and Work-Arounds

- “From LEX MERCATORIA To Online Dispute Resolution: Lessons From History in Building Cross-Border Redress Systems” Cooper, Rule and Del Duca