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 firms 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.
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 the firm
3. Develop a competence in applying techniques and frameworks in the analysis of the international environment

Course materials:

1. Course text: Custom ebook (“Global Perspectives”; ISBN 9781121277779) with assigned readings. To purchase the ebook,
   b. Search for and select book by Title or ISBN
      ISBN: 9781121277779
      Title: Global Perspectives
      Course: MBAD 6241 (Fall 2011)
      Instructor: Srividya Jandhyala
   c. Add the book to your cart and pay using a credit card

   Please note that McGraw Hill recommends students access the text through Internet Explorer and not Blackboard.

2. The case studies used in this class are available at [http://www.study.net](http://www.study.net). The cases available from this site are indicated on the syllabus in italics and are underlined. To access this material,
   a. Register as a student on study.net
   b. Purchase the material for the course “Global Perspectives - Fall 2011 (Jandhyala)” using a credit card.

3. Course webpage: [http://blackboard.gwu.edu](http://blackboard.gwu.edu)
4. Additional required readings to be accessed through library databases, [http://www.gelman.gwu.edu](http://www.gelman.gwu.edu)
Course evaluation:

- Class participation: 20%
- 3 Case write ups (@ 10% each): 30%
- Final exam: 50%
- **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?
Comments that are vague, unrelated or disrespectful of others will be evaluated negatively. *But getting things wrong or asking basic questions of understanding is fine.*

**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 three (3) cases that we will discuss in class. Each case write-up is worth 10% of your final grade.

Your analysis should address only the question in bold indicated on blackboard for each case. Your written argument should be no more than 1 single spaced typed page in 12 point font and 1 inch margins. However, it is recommended that you use any additional pages for appendices that show your analysis and/or workings.

Please ensure that your name is clearly visible on the top right of your assignment. Hard copies of the case write ups are due at the start of the class in which we will be discussing the case. I will not accept any late submissions.

*Do not discuss the assignments with others in the class, former or prospective students or anyone else. Your submission has to be entirely your own work. Do not refer to any materials other than the assigned case and readings to inform your analysis.*

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?

Please keep in mind the following suggestions when writing your analysis

- Your must answer only the posted question in bold.
- Each assignment is limited to 1 page, but you may use any additional pages of exhibits and tables. These additional exhibits and/or tables MUST be referred to in your discussion or they will not be reviewed.
- Cases should be analyzed based on the information available 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.
Do not use precious space on your assignment to rehash facts from the case. Instead, key facts should only be used to justify particular inferences, positions or recommendations.

Do not simply restate what the case already says. Try to go beyond the facts provided in the case by doing some new analysis of the situation. **By reading your paper, I should learn something more than what I already know from reading the case.**

Clearly support your position using logic and data from the case.

Be clear and succinct in your writing. Grammar, spelling, and writing style all matter.

**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 my office hours. I encourage anyone with specific or general questions to stop by my office during office hours or 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 co-ordinate 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.
Class Schedule

No in-class meeting on 30 August 2011

Background Reading

(1) ‘It’s a Flat World, After All’, Thomas L. Friedman, New York Times Magazine, April 3, 2005
(2) ‘Why the World Isn’t Flat’, Pankaj Ghemawat, Foreign Policy, March-April 2007, pp. 54-60
(3) Browse http://www.pbs.org/wgbh/commandingheights/
(4) ‘Bamboo Capitalism’, The Economist, 10 March 2011

Session 1: Introduction to Globalization
[6 Sept 2011]

Readings:

(1) eBook – Chapter 1, Globalization
(4) ‘Slow Players Hinder Trade in Europe’, NY Times, 18 April 2011

Session 2: International trade and strategic trade policy
[13 Sept 2011]

Readings:

(1) eBook – Chapter 2, International Trade Theory
(2) eBook – Chapter 3, Political Economy of International Trade
(3) ‘The Biggest Roadblock to Upping Exports’, BloombergBusinessweek, 19 March 2010

Case:

(1) Brazil: Leading the BRICs? (HBS Case 9-711-024)
Session 3: Foreign Direct Investment  
[20 Sept 2011]

Readings:

(1) eBook – Chapter 5, Foreign Direct Investment
(3) ‘In praise of the Stateless Multinational’, The Economist, 18 Sept 2008
(4) ‘Foreign Investment Ebbs in India’, NY Times, 24 February 2011

Case:

(1) Grupo Bimbo (HBS Case 9-707-521)

Session 4: Political Risk  
[23 Sept 2011] – Make up session in Duques 258 (Please note the change in location)

Readings:

(1) eBook – Chapter 7, National Differences in Political Economy
(3) ‘How BRIC MNEs Deal with International Political Risk’, Premila Nazareth Satyanand, Columbia FDI Perspectives, No. 22, May 5, 2010
(4) Browse ‘South Sudan: How do you set up a Nation?’, BBC News, 8 July 2011

Case:

(1) AES-Telasi: Power Trip or Power Play? (A) (Wharton School Case MGMT-003) – To be distributed in class
(2) AES Reflections from Practice: Managing Government Policies in Cameroon – Corporate Diplomacy Meets Track I Diplomacy – Available on Blackboard
Session 5: Regional Economic Integration  
[27 Sept 2011]

Readings:

(1) eBook – Chapter 8, Regional Economic Integration
(3) ‘It Really May Happen’, The Economist, 2 Jan 2010

Case:

(1) Thought this was Easy? US-Thailand Free Trade Agreement (Darden Business Publishing Case UV2714)

Session 6: Emerging Markets  
[4 Oct 2011]

Readings:

(3) ‘The 50 Most Innovative Companies’, BloombergBusinessweek, 15 April 2010

Case:

(1) Rodamas Group: Designing Strategies for Changing Realities in Emerging Economies (Ivey School of Business Case 909M49)
Session 7: Socio-cultural Context and Exam Review
[11 Oct 2011]

Readings:

(1) eBook – Chapter 12, Differences in Culture
(3) ‘Intel Refuses Saturday Work Ban’, The Hindu, 16 November 2009

Session 8: Final Exam, scheduled by GWSB