Global Perspectives  
School of Business, The George Washington University  
MBAD 6241.13  
Fall 2012

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Professor
Name: Bonnie J. Pierce  
Title: Lecturer in International Business  
Phone number: (202) 664-2952 mobile or (202) 331.2511 office  
Email: bonniep@gwu.edu or bonnie_pierce@yahoo.com

Office Hours: by appointment. Office is off campus but close by at 1255 23rd ST NW, Suite 500

Class:
Saturdays 9/8/12 to 10/13/12
9 am – 11:30 am Duques 254
PLUS a makeup on FRIDAY 9/14/12 – 4:30-7pm: DUQ 255

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Prerequisites: none

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Course Description & Objective: Global Perspectives provides students a foundation on which to successfully conduct global business. The course starts at a broad level, raising questions about globalization and its implications, then proceeds to survey the international landscape. Various issues will be highlighted, as well as their implications on management, including macroeconomics, foreign direct investment, trade, competitiveness, political risk, regulation, governance and culture.

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Required Texts: Cases and articles to be purchased at www.study.net  
1. Go to www.study.net  
2. Register as a student.  
3. Choose “George Washington University”  
4. Choose the “Global Perspectives” course with Professor Pierce. The course code will be MBAD 6241.13. After purchase, you may view and print all articles/cases online or purchase a packet that will be mailed to you for an additional fee.

Other readings will also be posted to Blackboard.
Students are encouraged to read the Wall Street Journal, Financial Times & Economist regularly in order to participate in discussions.

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**Technology Requirements:** Blackboard (“Bb”), Microsoft Office

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**Grading Policy:**
~Grade Distribution Statement: The Faculty of the School of Business decided to implement a rigorous grade distribution format with limited numbers of students receiving high grades. The MBA Faculty Task Force recommends that the grade distribution of the class has an average of 3.2 and 3.4 and no more than 20% of the class receives a grade of A.

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Case Analysis</td>
<td>20%</td>
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<tr>
<td>Group Peer Evaluation</td>
<td>10%</td>
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<tr>
<td>Cultural Challenge</td>
<td>10%</td>
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<tr>
<td>Participation (includes surveys)</td>
<td>30%</td>
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<tr>
<td>Group Project</td>
<td>30%</td>
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Class Schedule
May change at the discretion of the instructor.

Please note titles in GREEN can be found at www.study.net others are on Bb or go directly to the website listed below.

<table>
<thead>
<tr>
<th>Class</th>
<th>Assignments/Cases</th>
<th>Readings</th>
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| 1. Overview of Globalization  
9/8/12 | Connect with your team to determine possible topics for your group project.  
Student Profile due, can submit on Bb by end of day Sunday 9/9/12 or bring to class 1. Profile was emailed with syllabus and is on Bb in Class 1 folder. | “The World is Flat, After All” Thomas Friedman, NYT 4/3/05  
http://yaleglobal.yale.edu/multimedia_list/video/5259  
http://yaleglobal.yale.edu/multimedia_list/video/5240  
http://yaleglobal.yale.edu/multimedia_list/video/6932  
“Made on Earth” Ikenson, Cato 2007  
“Thriving in a Global Economy” Ikenson, Cato 2007  
Chapter 1 (Part 1&2), Hill |
| 2. Factors to Consider  
9/14/12 | Case: “Global Wine Wars (A)”  
Case analysis, done as a team, is due at the beginning of class. Hard copy. See case analysis instructions. | Case Question: In light of the intense and growing competition from the New World, what recommendations would you make to the French? (Make sure they are doable within France’s regulations as outlined in the case. You can make recommendations for a specific region or AOC or for all of France if you are not familiar with the regions)  
http://hbr.org/web/extras/insight-center/health-care/globaltrends/1-slide  
http://hbr.org/web/extras/insight-center/health-care/10innovations/1-checklists  
You will need to create a free account to view some of these readings.  
Chapter 7, Hill |
| 3. Global Expansion  
9/15/12 | Case: “Netcare’s International Expansion”  
Case analysis, done as a team, is due at the beginning of class. Hard copy. See case analysis instructions. | Case Question: Where should Netcare expand next? Why? Why not other countries?  
http://hbr.org/web/extras/insight-center/health-care/globaltrends/1-slide  
http://hbr.org/web/extras/insight-center/health-care/10innovations/1-checklists  
You will need to create a free account to view some of these readings.  
Chapter 7, Hill |
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<tr>
<th>Topic</th>
<th>Instructions</th>
<th>Details</th>
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<tr>
<td>4. Cross Cultural Negotiations 9/22/12</td>
<td>Follow given instructions Final &amp; approved Group Project Topic Due</td>
<td>This class will be a negotiation simulation. You will be assigned a role and team. You must come prepared and follow instructions. Breakout rooms will be assigned.</td>
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<td>5. Supplier Challenges &amp; Crisis Management 9/29/12</td>
<td><strong>Case:</strong> IKEA’s Global Sourcing Challenge</td>
<td>Case analysis, done as a team, is due at the beginning of class. Hard copy. See case analysis instructions.</td>
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<td><strong>Case Question:</strong> Is this a crisis for IKEA? What recommendations would you make to deal with the situation? Should you fire Rangan? Appear on the TV show? Join Rugmark?</td>
<td>Read “Rebuilding Corporate Reputations” (McKinsey)</td>
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<td>6. Bribery &amp; Corruption 10/6/12</td>
<td><strong>Case:</strong> Siemens</td>
<td>Case analysis, done as a team, is due at the beginning of class. Hard copy. See case analysis instructions.</td>
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<td><strong>Case Question:</strong> Imagine you are on the Supervisory Board, what recommendations would you make to deal with the situation now and going forward?” (now means time in the case)</td>
<td>Read “Bribery in Business – A Legal Perspective”</td>
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<td>Additional supplementary readings will also be posted. These are not mandatory.</td>
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<td>7. Group Project Presentations 10/13/12</td>
<td>Hardcover of slides only to be given to professor in class.</td>
<td>Each team will present for approx. 15-20 mins plus 5 mins for questions.</td>
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<td>Electronic version of slides and executive summary due by 11:59pm 10/19/12 post to Bb.</td>
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<td>10/19/12 11:59 pm</td>
<td>Cultural Challenge Exercise due. Post to Bb by 11:59pm 10/19/12</td>
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<td></td>
<td>Group Project slides and Executive Summary due electronically. Post to Bb by 11:59pm 10/19/12</td>
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<td>Group Peer Evaluation Due post to Bb.</td>
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**MBAD 241/ Global Perspectives / Professor Bonnie J. Pierce / Fall 1 - 2012**
**Case Analysis:** Case analyses may be NO more than 2 typed pages single spaced, 11/12 point font, 1-inch margins (four pages double spaced) and are due at the beginning of the period in which we discuss the selected case. Late papers will not be accepted.

Grades will be assigned based on:
(1) Rigor of analysis,
(2) Quality, professionalism, and clarity of writing an presentation, and
(3) Specific, action-oriented, internally consistent recommendations.

Helpful Hints:
- Consider this as a recommendation for a CEO.
- Do NOT regurgitate the facts of the case. Assume that I have read the case carefully. The bulk of your paper should be analysis & recommendations. Include facts only as support for your analysis.
- Be succinct. Use tables & bullet point. You will be severely penalized if you exceed the page limit.
- Make sure you stay in the time frame of the case. If the case ends in 1995, your analysis should not assume it is 2010.
- The focus of each case analysis should be on what the firm should do next. Make your recommendations up front. The best analyses generally make bold, creative recommendations, and state these recommendations in the first paragraph of the paper. Provide strong support for your recommendation. Make sure that the logic behind your recommendation is clear.
- Acknowledge possible alternative strategies for the firm, and show why your recommendation is superior.
- Acknowledge weaknesses/risks of your strategy, and describe how these risks can be minimized, or why your recommendations should be followed, despite the weaknesses.
- Do not do research beyond the scope of the case. In particular, your assignment is to make recommendations at the time that the case ends.
- Write clearly. Grammar counts. Spelling counts. Writing style counts.

**Participation during case/class discussions:**
The course focuses primarily on class discussion and case analysis. Therefore, class attendance and participation is mandatory and will be evaluated strictly. Your participation grade will depend on your attendance in class, the quantity of your participation and, most of all, the quality of your participation.

**Cultural Challenge:** During the semester students are required to take part in a cultural event outside of their own cultural comfort zone. One’s observations of the experience will be posted on Bb. Examples can include travel, eating a new cuisine (perhaps with different utensils or none at all), learning a new language, trying to communicate with someone who does not speak your language, attending an Embassy sponsored cultural event, attending a different religious ceremony, etc. Be creative and be challenged. Post to the Bb. Other students will be able to comment on your experience.

**Group Project:** Assigned groups will choose a relevant topic related to Globalization. Topics could include a country analysis paying special attention to its FDI initiatives, or thorough analysis of a global current event that an industry or company is facing. Topics must be approved by the instructor. Project will be a presentation to the class with a written executive summary.

Group Peer Evaluation: At the end of the module you will assign a grade to each group member (not yourself). Instructions will be given in class.

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**Course Policies:**

Late work will not be accepted.

Attendance is mandatory. Please email me if you cannot make it to class. You are responsible to getting notes from another student. Please work with your team to complete assignments on time.

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The George Washington University Code of Academic Integrity:
The University community, in order to fulfill its purposes, must establish and maintain guidelines of academic behavior. All members of the community are expected to exhibit honesty and competence in their academic work. Incoming students have a special responsibility to acquaint themselves with, and make use of, all proper procedures for doing research, writing papers, and taking examinations. Members of the community will be presumed to be familiar with the proper academic procedures and held responsible for applying them. Deliberate failure to act in accordance with such procedures will be considered academic dishonesty. Acts of academic dishonesty are a legal, moral, and intellectual offense against the community and will be prosecuted through the proper University channels. Copies of the University Code of Academic Integrity can be obtained from all department chairs, all academic deans, the Registrar, and the Vice President for Academic Affairs. This can also be found at:
http://www.gwu.edu/~bulletin/grad/unrg.html

About the Professor: Bonnie J. Pierce

Teaching Interests

Other Professional Experience
Ms. Pierce is a Principal and Senior Investment Consultant at Mercer where she advises institutional investors on all aspects of their investment portfolios and acts as an outsourced chief investment officer. Her clients include corporations, foundations, endowments, hospitals and sovereign wealth funds. Prior to joining Mercer in 2011, she was a Vice President at State Street Global Advisors (SSgA), Boston, MA, from 2000-2009 where she was responsible for new business development efforts amongst corporate pension plans, foundation, endowments and supranational organizations, as well as new product development particularly in emerging markets. SSgA is the asset management arm of State Street Corporation and a global pioneering leader within the institutional investment industry with over $2 trillion under management across all asset classes. Prior to joining SSgA in 2000, Ms. Pierce was Director of Marketing for Schooner Asset Management, a boutique investment firm specializing in emerging market debt, Latin American private equity and global macro hedge fund strategies. Before that she was an Associate at Schooner Capital where she conducted research on emerging markets private equity opportunities and was part of the client relations team. In addition, Ms. Pierce is a certified Sommelier. She resides in Washington, DC with her husband and two daughters and serves as a Trustee of the National Presbyterian School. She joined the GWU International Business Department faculty in 2007 and has also taught at the McDonough School of Business at Georgetown.

Education
Columbia Business School, MBA (Finance), London Business School, MBA (Strategy), Boston University, MA (International Relations), Boston University, BA (European History & Art History)