MBAD6241  
GLOBAL PERSPECTIVES  
Fall 2011

PROFESSOR: Anna Helm, PhD  
OFFICE HOURS: MO: 4-5, WE: 11-12, TH: 3-4, and by appointment  
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CLASS MEETINGS: TH 4:30-7:00PM  
LOCATION: Duques 254

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.

COURSE OBJECTIVES:

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, and 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.

Upon completion of this course you should have a:

- solid understanding of the role of the manager in formulating and implementing international strategy.
- keen appreciation of how the different facets of the international environment create strategic challenges and opportunities for the firm.
- proven competence in applying techniques and frameworks in the analysis of the international environment.
- sharpened sensitivity to socio-cultural and ethical issues in international business.

**COURSE MATERIALS:**


   To purchase the eBook, go to McGraw-Hill Create: [www.mcgrawhillcreate.com/shop](http://www.mcgrawhillcreate.com/shop)

   Search for this ISBN number. Add the book to your cart, select the download option, then 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. Course Blackboard site: [http://blackboard.gwu.edu](http://blackboard.gwu.edu)

**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:**

Case Write-Ups: 2 written cases @ 15% each                              30%

Class participation                                                             20%

Course Discussion Board        10%

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.

**1. CASE WRITE-UPS (30%)**

Written case analyses are required for two cases and should be done in groups of four to five students. Each case analysis is worth 15% of your final grade.

Your first case must be one of -

2. Grupo Bimbo

And your second analysis must be one of –

1. AES-Telasi: Power Trip or Power Play?
2. Latvia: Economic Strategy after EU Accession
3. Special Economic Zones in India: Public purpose and private property

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
• Your analysis must address all three case questions (indicated in the syllabus) assigned for the specific case.

• Apply the theoretical concepts and frameworks from the readings associated with the case.

• 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.

• 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.

• 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.

• Write clearly. Grammar counts. Spelling counts. Writing style counts.

• All team members are expected to participate in the preparation of the analysis and will receive the same grade.

• The case analysis is due at the beginning of the class session in which it is to be discussed.

• 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. CLASS ATTENDANCE & PARTICIPATION (20%)

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.

3. GLOBAL PERSPECTIVES CLASS DISCUSSION BOARD (10%)

Over the course of the semester, you will be expected to contribute 4 discussion posts to the Global Perspectives Class Discussion Board in Blackboard. Posts should address the theme of “International Business In Action.” This is a space for students to share articles, news clips, or other current events that pertain to the IB concepts we are studying in class. Students are also encouraged to challenge their fellow classmates and get them thinking critically by ending their post with a thoughtful, open-ended question pertaining to international business. Posts do not need to be long but they must be substantive and demonstrate your ability to draw linkages between class concepts and real world international business endeavors.
4. FINAL EXAM (40%)

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.

OTHER COURSE POLICIES:

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
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| Week 1    | Introduction to Globalization              | 1. eBook – Chapter 1: Globalization  
2. ‘Distance Still Matters: The Hard Reality of Global Expansion’ by Pankaj Ghemawat                                                                                                                      |
| Sep 1     |                                            |                                                                                                                                                                                                          |
| Week 2    | International Trade and Strategic Trade    | 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  
| Sep 8     | Policy                                     | First Case Analysis: Option 1 (out of 2)  
Global Wine War 2009: New Word versus Old (HBS Case 9-910-405)                                                                                                                                           |
|           |                                            | Case questions:  
(1) How did the French become the dominant competitors in the global wine industry?  
(2) In the face of the French history of dominance, how were the New World producers able to expand their market share so rapidly in the 1990s?  
(3) How should the Australians, Americans, or the French (select any one group) respond to the situation in 2008?                                                                                       |
| Week 3    | Foreign Direct Investment                  | 1. eBook – Chapter 5, Foreign Direct Investment  
3. ‘Hot and Cold Running Money’, The Economist, 3 May 2003  
| Sep 15    |                                            | First Case Analysis: Option 2 (out of 2)  
Grupo Bimbo (HBS Case 9-707-521)                                                                                                                                            |
|           |                                            | Case questions:  
(1) Why is Grupo Bimbo much less profitable in Brazil and the US than in its home market of Mexico?  
(2) How would you propose to address the challenges that Grupo Bimbo faces in Brazil? Be specific about which actions you would take and which problems those actions would solve.  
3) Should Grupo Bimbo be going to China? Why, or why not? If Grupo Bimbo continues its expansion in China, what (if anything) would you change about their strategy there? |
| Week 4  | Political Risk                        | 1. eBook – Chapter 7, National Differences in Political Economy  
4. ‘BP’s Russian Misadventure May be Useful Experience’, The Financial Times, 11 June 2010 |
|--------|--------------------------------------|--------------------------------------------------------------------------------------------------|
|        | Second Case Analysis: Option 1 (out of 3) | AES-Telasi: Power Trip or Power Play? (A) (Wharton School Case MGMT-003) – To be distributed in class  
Case questions:  
(1) What were the risks posed by Georgia and what mechanisms did AES use to mitigate these risks?  
(2) Who were the allies and opponents in making AES-Telasi a viable company? Why do they support or oppose AES’s interests?  
(3) Evaluate Scholey’s strategy for managing the risks in Georgia. Is this strategy likely to work? |
| Week 5 | Regional Economic Integration         | 1. eBook – Chapter 8, Regional Economic Integration  
2. ‘Who’s Your Big Brother? NAFTA, the EU, and International Trade and Development’, Knowledge@Wharton, April 18, 2007  
3. ‘It Really May Happen’, The Economist, 2 Jan 2010  
| Sep 29 |                                      | Second Case Analysis: Option 2 (out of 3) Latvia: Economic Strategy after EU Accession (HBS Case 9-707-515)  
Case questions:  
(1) Evaluate the sources of Latvia’s economic success in the decade leading up to 2004.  
(2) What are the advantages and disadvantages of EU accession for Latvia?  
(3) What are the challenges facing Latvia in 2004 after EU accession? |
3. ‘The 50 Most Innovative Companies’, BloombergBusinessweek, 15 April 2010  
4. ‘The Trillion-Dollar Club’, The Economist, 15 April 2010 |
| Oct 6 |  |  |
| Second Case Analysis: Option 3 (out of 3) |  |
| Special Economic Zones in India: Public purpose and private property (HBS Case 9-709-027) |  |
| Case questions: |  |
| (1) In what ways, if any, do SEZs help to fill institutional voids? Be specific in your analysis. |  |
| (2) Should the Indian Government change the law on eminent domain so that it can acquire land for Special Economic Zones? Please explain why or why not to support your position. |  |
| (3) What could Tata Motors have done in their Singur project to mitigate the protests from farmers? |  |
| Week 7 | Socio-Cultural Context & Exam Review | 1. eBook – Chapter 12, Differences in Culture  
2. eBook – Chapter 13, Ethics in International Business  
4. ‘The Corruption Eruption’, The Economist, 1 May 2010  
| Oct 13 |  |  |
| TBA | Final Exam | Scheduled by GWSB |