COURSE NUMBER: MBAD 6244  SEMESTER: Spring, 2013 (Mod 4)

COURSE TITLE: International Management

INSTRUCTORS: Jennifer Spencer, Ph.D.
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(Email is by far the best way of getting in touch with me!)

COURSE MEETING TIME:
MBAD6244-12 Tuesday 09:40-12:10 – Duques 651
MBAD6244-13 Tuesday 13:30-16:00 – Duques 652

OFFICE HOURS:
Wednesdays, 3:00-6:30

COURSE DESCRIPTION:
The main objective of this course is to provide the conceptual tools and critical thinking skills for students to manage within a global mindset. In order to do so, this course takes stock of the “macro” factors covered in the Global Perspectives course (MBAD241) and explores how these affect strategic behavior and performance at the level of the firm.

Students are expected to go well beyond the mere memorization and repetition of international management theories. Integration of conceptual frameworks, real life cases and current business events will be indispensable for the fulfillment of academic requirements.

COURSE OBJECTIVES:
By completion of this course, students should be able to:
1. Assess a firm’s capabilities and strategic situation and decide whether going international is an imperative, a possibility, or a trap.
2. Assess a firm’s capabilities and strategic situation and determine to what degree the firm should emphasize global integration or local responsiveness in its strategic focus.
3. Explain how changes in the business environment over time (within and across nations) may affect a firm’s competitiveness and the degree of its global integration and local responsiveness.
4. Identify ways in which country-specific location factors can generate sources of international competitive advantage for a firm.

5. Explain how different organizational structures shape – and in turn are shaped by – a firm’s international strategy.

**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 without crediting them and without appropriate authorization, and fabricating information. Common examples of academically dishonest behavior include, but are not limited to, the following: cheating, fabrication, plagiarism, and facilitating academic dishonestly among classmates. Disciplinary action will be taken against any students participating in these activities. The full Code of Academic Integrity can be found at [http://www.gwu.edu/~ntegrity/code.html](http://www.gwu.edu/~ntegrity/code.html). It is the responsibility of the students to read, understand and adhere to the code. Please ask if you have any questions.

**REQUIRED OUTSIDE OF CLASS:**

1) Course pack with cases: Available at Study.net
   Course ID=MBAD 6244 International Management--Spencer

2) Several articles from *Harvard Business Review* (HBR) and *MIT Sloan Management Review* (SMR). You have two choices for accessing these articles. I have a second “optional” reading set on study.net that you can purchase for your convenience. Alternatively, since HBR and SMR are available through Gelman’s website through the database called “Business Source Complete”, you may forego the cost of the second study.net packet and instead download individually there.

3) Two chapters from the book, “*The Quest for Global Dominance: Transforming Global Presence into Global Competitive Advantage*.” This book is available in electronic form through Gelman, but you need to order it through the “Consortium” with three days’ notice. (Search for the book in Gelman, and you’ll see what I mean.) [The book, itself, costs about $19 on Amazon.]

4) Articles and audio/video files will be posted to blackboard through the course of the semester and are required.

*To get the reading packets:*
- Go to study.net on the Internet.
- Click on “student registration” on the left side of the webpage and follow the instructions. (Create your own personal password. You do not need a course password.)

All students are expected to read the material assigned prior to the beginning of class.

**EVALUATION:**
The Faculty of the School of Business have implemented 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.

Grades for this course will be curved. That is, the points that you obtain from your case write-ups, final exam and class participation will be added up and sorted from high to low. Students who accumulated the most points will get an A. The cut-off points for A-, B+, B, B-, etc, will be
determined in accordance with the MBA Faculty Task Force recommendations. Due to the fact that class dynamics differ by section, each section’s grades will be curved independently.

**GRADED ASSIGNMENTS:**

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<th>Assignment</th>
<th>Points</th>
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<tr>
<td>Two Team-Based Case Write-ups (15 points each)</td>
<td>30 points</td>
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<td>Attendance &amp; Participation</td>
<td>20 points</td>
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<tr>
<td>Final Exam</td>
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<td><strong>TOTAL</strong></td>
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**CASE WRITE-UPS:**

We will discuss seven long-style case studies in the course of the semester. Each team (I will assign teams) must submit two write-ups on cases of their choice. Write-ups may be no more than two typed pages, single spaced, 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. **Team members must attend class on the class day in which we discuss a case that you have submitted.** Late papers will not be accepted.

Grades will be assigned based on:

1. Rigor of analysis
2. Quality, professionalism, and clarity of writing and presentation

Specific questions to be addressed in each case write-up are listed below. You must address all questions provided for a given case, and please use headings to note when you are moving from one question to the next in your paper. Take care to do the following on your case write-up:

- Please allocate space however you see fit in addressing these questions (you might spend more space on one question than another). In all cases, your full submission should be no more than two pages single spaced.
- Be succinct. It is more difficult to write a short paper than a long one. I love bullet points and tables (though note that there must be text around these bullet points to introduce/frame the discussion.) You will be penalized if you exceed the page limit.
- Do not simply regurgitate the facts of the case. Assume that I have read the case carefully. Your paper should be entirely analysis. Include facts only as support for your analysis.
- Make your responses as specific to the situation at hand as possible. Generalizations that would apply to almost any situation (“The company should do research on the issue”) will not lead to a high score.
- The analysis and recommendations that you make must be yours and yours only. Do not do research beyond the scope of the case. I consider any outside reading about the case, including reading about how others viewed the case, how the company ultimately resolved the issue of the case, etc. to be cheating.
- Make sure you stay in the time frame of the case. If the case ends in 1998, your write-up should not assume it is 2013.

- Write clearly. Grammar counts. Spelling counts. Writing style counts.
**Lincoln Electric: Venturing Abroad**

- What parts of the Lincoln ‘system’ give it competitive advantage in the US? How transferrable is Lincoln’s “system” to other countries?
- Assuming Lincoln decides to invest in Indonesia, how much should the company replicate its US ‘system’ and how much should Lincoln modify the system for the Indonesian environment? (Why?)

**Making China Beautiful: Shiseido and the China Market**

- Consider the cosmetics industry (not Shiseido as a company). What obstacles are there for organizations in this industry to becoming globally integrated?
- There are many reasons that Shiseido sees the Chinese market as important, but it also faces risks in China. Please describe the largest risks that this particular company faces going into China.
- What are the most important next steps for the company in terms of its global operations? (Note that you may or may not decide that the most important next steps for the company as a whole relate to the investment in China.)

**Jollibee Foods Corp. (A): International Expansion**

- Which of the three investment options should Noli Tingzon consider the top priority and why? (Please choose only one country.)
- Within the country you have selected, what must Jollibee do to succeed?
- Beyond these specific investment options, what should Noli Tingzon’s first priorities be in organizing the company effectively?

**eBay's Strategy in China: Alliance or Acquisition**

- Assess the advantages and disadvantages of eBay’s initial strategy of working with EachNet to enter China.
- Evaluate the structure of the EachNet relationship--would eBay have been better off with an alliance or greenfield investment rather than an acquisition?
- Given the EachNet acquisition, how might eBay have managed the resulting organization for better success? (I'm not looking for you to articulate different technologies/products, such as an escrow system, that they should have offered, but rather to focus on issues related to organizational structure, decision making, etc.)

**United Cereal: Lora Brill's Eurobrand Challenge**

- Does United Cereal exhibit a centralized or decentralized approach to international management. (Justify your answer.)
- Assuming UC decides to move toward a Eurobrand concept in the future (in general--not necessarily for Healthy Berry Crunch), describe implications for the company’s organizational structure. (Do you approve of the Euroteam concept?)
Intel in China

- Analyze the source of this conflict—why it occurred and what might have been done to avoid the conflict in the first place. (Please don’t simply summarize the events of the case. Analyze the situation and describe the conclusions of your analysis.)
- What, specifically, should Tang do now?

Philips Versus Matsushita: The Competitive Battle Continues

- How did Matsushita go about displacing Philips as #1? What were Matsushita’s distinctive competencies and incompetencies/shortcomings?
- Why has it been so hard for Matsushita to overcome its shortcomings over the years?
- What do you recommend Matsushita do next?

PARTICIPATION

Much of this course focuses 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.

FINAL EXAM

The final exam will assess your understanding of the core material of the course (lectures, readings), and be comprised of short answer style questions in which there are correct/incorrect answers (i.e., objective-style short answer questions).
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<th>Topic</th>
<th>Objective</th>
<th>Reading</th>
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| 3/19  | Capabilities- and Transaction Cost-Based Perspectives to International Management: Firm-Specific Advantages and the Role of Institutions | This session reviews material from your Global Perspectives, as well as some material from Institute last summer to lay the conceptual groundwork for understanding International Management. **The objective is for students to:**  
- Review and cement an understanding of the role of transaction costs in a firm’s strategic decision making.  
| 3/26  | Analyzing the Fundamental Tension in International Business          | This session introduces the fundamental tension that we’ll come back to again and again this module—reflecting the fact that MNEs need to be responsive to national and local needs while simultaneously integrating operations globally. **The objective is for students to:**  
- Understand the integration-responsiveness framework.  
- See an example of how global integration pressures arise even in an industry where national tastes prevail (cosmetics)  
### When a Firm Should (and Should Not!) Go Global, and Country Specific Advantages

This session attempts to answer three basic questions:
- Why do firms go abroad?
- What do firms need to have/do to successfully compete abroad?
- Is internationalization always an imperative?

**The objective is for students to:**
- Understand how going abroad poses both liabilities and opportunities for firms.
- Understand how international operations can offer cost advantages, network advantages, learning advantages, and strategic advantages for firms.
- Understand some ways that firms engage in multymarket competition in the global environment.


### Entry Modes

This session builds on material from your Global Perspectives class to explore modes of foreign market entry that firms may employ as they go abroad. We pay particular attention to alliances and acquisition modes.

**The objective is for students to:**
- Understand the pros and cons of various forms of market entry, and demonstrate an ability to articulate which circumstances will drive which entry mode choice.
- Understand how global alliances and global acquisitions vary in form, and the circumstances that may be most appropriate for either strategy.


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- **eBay's Strategy in China: Alliance or Acquisition. (2007) University of Hong Kong Case Series.**
| 4/16     | Organizing and Learning Across Borders: Configuring Your Firm for Global Competition | This session explores how different organizational structures are more or less supportive of particular international strategies. The objective is for students to:  
- Understand the need for “fit” between an MNE’s strategies and its organizational structures.  
- Understand how changes in the global environment affect the best strategies of MNEs.  
|----------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| 4/23     | Interacting with People Abroad                                                                   | This session explores how cross national differences in culture and normative institutions influence the ways that people interact when doing business globally. The objective is for students to:  
- Review several basic dimensions of cross cultural variation from your Global Perspectives class and discuss a few more.  
| 4/30 | Putting It All Together | In this final session we will use the Philips/Matsushita case to review and integrate the insights, principles, and frameworks learned in the previous sessions. **The objective is for students to:**  
• Integrate material from the rest of the module.  
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<td>5/7</td>
<td>FINAL EXAM</td>
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