MBAD6244

INTERNATIONAL MANAGEMENT

Fall 2012

PROFESSOR: Anna Helm, PhD
OFFICE HOURS: MO/WE: 4-5pm, in conjunction with class, and by appointment
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CLASS MEETINGS: TH 4:30-7:00PM LOCATION: Ballston

COURSE DESCRIPTION:

To be successful in the twenty-first century, global managers need to think critically about five key strategic issues: (1) responding to changing competitive environments, (2) assessing markets & product strategy, (3) structuring the organization for international operations and innovation, (4) dealing with organizations and people in the international environment, and (5) generating an international identity and reputation. Building on the course, Global Perspectives, which focuses on the global business environment, this course takes a firm-level perspective. The course is designed to arm managers with the conceptual frameworks and other analytic tools necessary to assess a firm’s current international strategy and to chart a successful strategic course forward for their firm in today’s global business environment. Student learning is acquired through lectures, multi-media materials, and the analysis and discussion of business cases.
COURSE OBJECTIVES:

Upon completion of this course you 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.
6. Utilize cross-cultural management frameworks to anticipate and diagnose the ways in which culture may impact managers’ expectations about managerial behavior and firm strategy.
7. Explain how institutional, environmental, and organizational factors shape and constrain the development of international corporate citizenship within firms.

COURSE MATERIALS:

All required course materials can be found either on the Blackboard web site or at http://www.study.net. You must use a credit card to purchase access to the study.net materials. This one-time fee will allow you to access materials electronically and print them. You also may pay a small fee to have study.net mail you a printed and bound copy of course materials. It is expected that each of you will buy access to the study.net materials, respecting the intellectual property of the authors.

Here is a direct link to our course materials in study.net: http://www.study.net/r_mat.asp?crs_id=30029325

Some class materials will require the student have access to an electronic media player, such as RealPlayer (free download available at http://www.real.com/). Make sure you get access to this early in the semester so that you can access the radio and video segments that are required class preparation materials.

COURSE REQUIREMENTS:

1. One Case Analysis - completed as a team 20%
2. Novozymes Live Case – completed as a team 40%
3. Participation (attendance, in-class contributions, etc.) 15%
4. Final Exam 25%

TOTAL 100%

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.
Grades for this course will be curved. That is, the points that you obtain from your case write-ups, culture analysis, 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. In particular, no more than 20% of the class will receive an A, and the average grade of the class will range between 3.2 and 3.4. Due to the fact that class dynamics differ by section, each section’s grades will be curved independently.

1. CASE ANALYSES (20%)

As an individual, you are responsible for reading all assigned cases. Assignment-wise, your team must complete a write-up for one of the assigned cases. Before crafting your case write-up, you should first carefully prepare all of the materials for that class meeting (read articles, view videos, listen to audio segments, etc.). Then, read the case and answer the assigned discussion questions for the case (see Course Outline).

I use case studies to test your ability to apply course concepts to real-life business problems that managers face. Do not just repeat case facts. You should use frameworks discussed in class and in the assigned materials to analyze each case. It is usually advisable to acknowledge that there are alternative courses of action for the firm. Depending on the case, you may want to acknowledge weaknesses/risks of your recommendation and describe how these risks can be minimized.

In answering the questions, you should stay within the time frame of the case. That is, if the case narrative is set in 2001 you should stay in 2001 to answer the case questions. You should not do research on what the company actually did.

Grades will be assigned based on:

1. Application of chapter and reading concepts and frameworks
2. Rigor of case analysis (quantitative and qualitative)
3. Specific recommendations supported by well thought-out arguments and financial evaluation
4. Quality, professionalism and clarity of writing and presentation

Read these guidelines carefully. Cases are used in different ways by different professors. Do not assume that the case write-up approach you followed in another course is appropriate for this one.

• 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, 1” margin) 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.
• Do not repeat the facts of the case. The instructor has read the case. The little space you have available for the write-up should be dedicated to your analysis and recommendations. Include facts only as support for your claims and make sure to write analytically, not descriptively.
• It is usually advisable to acknowledge that there are alternative courses of action for the firm. Depending on the case, you may want to acknowledge weaknesses/risks of your recommendation and describe how these risks can be minimized.
• 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 collaboration should include at least an initial (virtual) meeting to set up the parameters of the team collaboration and subsequent collaborative work in the team’s Wiki in Blackboard. It is mandatory to use the wiki! This allows me to follow the process of your writing and to gain insight into the contributions of each individual team member.
• Submit your case write ups to Blackboard (using the Assignments tab) in this format: Team#_Casename.doc

2. LIVE CASE (40%)

Novozymes: [www.novozymes.com](http://www.novozymes.com)

**Company Profile:**

Novozymes is the world leader in bioinnovation. Together with customers across a broad array of industries we create tomorrow’s industrial biosolutions, improving our customers’ business and the use of our planet’s resources. With over 700 products used in 130 countries, Novozymes’ bioinnovations improve industrial performance and safeguard the world’s resources by offering superior and sustainable solutions for tomorrow’s ever-changing marketplace. Novozymes’ natural solutions enhance and promote everything, from removing transfats in food to advancing biofuels to power the world tomorrow. Our never-ending exploration of nature’s potential is evidenced by over 6,500 patents, showing what is possible when nature and technology join forces. Novozymes has over 5,800 employees globally, working in research, production, sales, and administration. Novozymes is quoted on NASDA Q OMX Copenhagen A/S (NZYM B).

**Project Description:**

Assuming the role as consultant for Novozymes, we would like for you to develop a comprehensive strategy that not only takes into account navigating in today’s complex reality of interactions in the public-private sphere, but further presents a compelling set of recommendations for how Novozymes can play a part in assuring that biofuels is seen as an indispensable component in the US energy mix. You may choose one of the three following perspectives on which you base your strategy and set of recommendations:

- **Business development** – working to strengthen Novozymes’ corporate partnerships in the US, with emphasis on increasing technology and sustainability of ethanol production
- **Policy/regulatory issues** – engaging with the US Government and national interest groups to ensure that RFS is not repealed and that biofuels remain a preference in domestic energy production
- **International collaboration** – enhancing partnerships with the World Bank, FAO, International Energy Association (IEA) as well as NGO’s, with the aim of providing international legitimacy for biofuels

3. CLASS PARTICIPATION (15%)

Significant student learning is expected to be generated in this course through class discussion and in-class
activities (e.g., small-group or dyadic work, individual reflection writing, etc.). You will not achieve course objectives through simply reading course materials. Please come to class ready to discuss the main takeaways from each of the assigned readings, videos, and audio clips and prepare case discussion questions with care and detail.

Class attendance and participation is mandatory. Only one unexcused absence is allowed before your participation grade will be affected.

I expect you to be prepared for every class by having covered the assigned material. I have provided what I call “Reflective Prompts” for each week which will help you prepare for class. Jot down some notes outlining your thoughts on the readings and search for some examples of how the issues covered in the readings have played out in real life!

At the start of class, I may call on one or two people to “open” the class by summarizing some aspect of the assigned reading. Even if you are not selected to open a class, you should be prepared to add your own perspectives, challenge those previously offered, add examples, etc. Lively discussions are encouraged. It is perfectly acceptable to disagree or take issue with comments that are made, and to debate issues with each other. Managers do this all of the time! You need to learn to communicate your views in thoughtful and productive ways. Justification for your views is critical – you must be able to support your assertions. The participation grade will reflect both the quality and quantity of contributions to class discussions. Specifically, excellent participation consists of

1. Arriving to class on time, attending class regularly, and missing no more than one class in the course.

2. Raising your hand several times within a singular class meeting, ready to share thoughtful and constructive input to class discussion. Thoughtful and constructive input typically means applying knowledge gleaned from course preparation materials and lecture in your class commentary or asking critical questions pertinent to the discussion.

3. Demonstrating that you are engaged and focused on class discussion by making regular eye contact with the professor and building on comments that the professor and other students make during class discussion.

4. Actively participating in in-class activities and generating thoughtful and creative applications of course concepts in these activities.

I do not mind if you use your laptop to take notes or look up the Internet as it relates to in-class discussion. However, I do mind if you are surfing the web, checking email, sending text messages, or working on other class assignments. Please be respectful of me and your fellow classmates and use your laptops and other electronics judiciously. Please bear in mind that cold-calling is fair game at any point during class. If you are unable to respond, or provide a far less than satisfactory response, your participation grade will be seriously affected.

4. FINAL EXAM (25%)

There will be one closed book, closed notes exam that will cover the conceptual frameworks, cases, and other readings upon completion of the module. A study guide will be available later on in the module.

The final exam will be a timed online test given through Blackboard. It will consist of a mix of question types (e.g., multiple choice, true/false, short answer etc.), as well as an analytical essay assignment. You should carefully review your notes before taking the exam. Although no one will be standing over you to ensure that you are not using notes, this assessment is not intended to be open-book. You will be given as much time to
complete this portion of the exam as you would be given for a closed-note, in-class exam of this nature. You are trusted to complete the final exam without discussing it with others.

**OTHER COURSE POLICIES:**

*Team Management*
Part of your grade comes from teamwork. Everyone is expected to contribute to each assignment. Allocate work equitably and set early deadlines to avoid free rider situations. Voice any concerns early for resolution. A lack of contribution can result in 0 points on the assignment.

*Academic Integrity*
As always, follow the GW Code of Academic Integrity. No academic dishonesty, cheating, plagiarism etc. Plagiarism will get you an “F” on that assignment. For reference: [www.gwu.edu/~ntegrity/code.html](http://www.gwu.edu/~ntegrity/code.html)

*Late Assignments*
NO LATE ASSIGNMENTS WILL BE ACCEPTED (NOTE: 5 MINUTES LATE CONSTITUTES A LATE ASSIGNMENT – PLEASE MAKE ARRANGEMENTS TO TURN YOUR ASSIGNMENTS IN BEFORE THE DEADLINE TIME). Failure to turn in assignments before class will result in a zero for the assignment. All assignments should be turned in via Blackboard Assignments. It is the student’s responsibility to insure that assignments are successfully uploaded. If you have successfully uploaded an assignment, you should see an exclamation point in the grade center, which indicates to me that there is an assignment waiting to be graded.

*Grading Disputes*
Mistakes in grading can happen. I will do my best to grade very carefully. However, if you believe that an error has been made in the grading of your work, you should submit a WRITTEN REQUEST for a grade change. This report should include a discussion of what you got wrong and why you believe you should have gotten credit for your work. Wherever possible, provide citations from the textbook or lectures. Attach this report to the original copy of your assignment or exam, and turn it in to the professor. I will try to give you a response as soon as possible.

*Special Needs*
Any student with special needs should bring this to my attention as soon as possible, but not later than the second week of class. If you have a religious holiday or circumstance (e.g., family problem, stage anxiety) that requires accommodation, please let me know early in the semester. I will be happy to make reasonable accommodations to facilitate your learning. Please also make sure you contact the Disability Support Services office at (202) 994-8250 in the Marvin Center to establish eligibility and co-ordinate reasonable accommodation.