Managing the Multinational Enterprise
Fall 2014

Professor: Dr. Anu Phene, Professor of International Business
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Class meetings: Tuesday and Thursday 12:45 – 2:00 p.m.
Office hours: Tuesday 2:30 - 4:00 p.m.
              Wednesday 2:30 - 4:00 p.m. and by appointment

Resources:
1. Required packet of readings (approximate cost $40) to be purchased from the link below
   https://cb.hbsp.harvard.edu/cbmp/access/27923023
   You will be required to login to the site using your GW student email address to avail of the discounted student rate. Additional charges may apply if you opt for the printed coursepack instead of the digital version
2. Additional required readings available on Blackboard. These are available through Gelman library for free and not included in the required packet to keep costs of required materials low.
3. Class webpage: http://blackboard.gwu.edu

COURSE DESCRIPTION
Managing successfully in the global arena is the key to creating firm competitive advantage. A complex blend of contradictory factors related to growth potential, risk and dynamism require managers to judiciously craft and implement global strategies. This course is designed to provide the conceptual tools and skills necessary for managers to make effective decisions, navigate a complex, international environment and lead with a global mindset.

The course examines the implications of globalization for strategy and focuses on the analysis of strategic challenges facing the business enterprise in the global environment. The class will explore how multinational corporations create competitive advantage and success in the complex global arena. It will cover the following areas:

- Motivation and process for overseas expansion
- Differences in the international context and managing them through mindsets
- Creating effective transnational structure, strategy and capabilities
- Enabling and facilitating worldwide innovation
- Managing cross border collaboration
- Exploring the role of the multinational corporation in the future
This learning will be facilitated by discussion of readings, cases, current issues in international business and an in-depth exploration of a specific firm. The course should be of interest to students who expect to work in organizations that seek to create value by having operations in or working with partners across national borders.

The specific objectives for the course are:

(a) To gain an understanding of formulating and implementing global strategy.
(b) To gain an appreciation of how the different facets of the international environment create strategic challenges and opportunities for the firm.
(c) To develop a competence in applying techniques and frameworks in the analysis of the multinational firm.
(d) To gain an understanding of how to create effective transnational capabilities and create competitive advantage.
(e) To gain a sensitivity to social issues in global strategy.

COURSE FORMAT
This is a discussion based course and will cover readings, cases and class activities. In addition, articles in the business press may be used to supplement the required materials and facilitate discussion. The professor reserves the right to change assignments and cases as necessary to facilitate an improved learning experience.

COURSE COMPONENTS:
1. Case analyses 20
   (2 team assignments @ 10 points each)
2. Multinational firm project (team assignment) 25
   Written report 20 points
   Presentation 5 points
3. Peer evaluation from team members 5
4. Exams (individual) 40
   (2 exams @ 20 points each)
5. Class participation (individual) 10

1. CASE ANALYSIS
Written case analyses are required for two cases. Case analyses should be done in groups of four to five students. Students can self-select into groups and must email the teaching assistant of the group assignment by Sunday, September 7th, 2014, 10 p.m. EST. Any students that do not indicate group assignments by September 7th, will be assigned to groups by the instructor. You may choose any two out of eight cases (indicated in bold in the syllabus) for your group analysis. One case analysis must be done by October 7th and the other after October 7th.
Grades will be assigned based on:
1. Application of 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
1. Your analysis must address all three case questions (indicated in the syllabus) assigned for the specific case.
2. Apply the theoretical concepts and frameworks from the readings associated with the session topic (for e.g. for The Unfinished Dream of NBA China case, please use the readings associated with the topic Expanding Abroad - making the decision and managing effectively). You may also utilize concepts and frameworks from earlier sessions if relevant.
3. 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.
4. These assignments are limited to three pages of discussion (essay style, double spaced, 12 pt font) and a penalty will be applied for not following guidelines, **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.
5. 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.
7. All team members are expected to participate in the preparation of the analysis and will receive the same grade.
8. The case analysis is due by noon on the day it is scheduled to be discussed in class. (for e.g. if you do WalMart's African expansion it must be submitted by noon, on Tuesday, September 9th).

**Submitting case analyses**
All case analyses must be submitted via:
a) Blackboard Safe Assignment - please click on the Submitting Case Analysis tab. Watch Blackboard video on submitting assignments here [http://ondemand.blackboard.com/r91/movies/bb91_student_submit_assignment.htm](http://ondemand.blackboard.com/r91/movies/bb91_student_submit_assignment.htm) which runs a plagiarism check and
b) Email to tgardner@gwu.edu by noon on the day it is scheduled to be discussed in class.
Please be sure to identify group member GWIDs or names on the assignments turned in. All
case analyses are due at the times indicated. Late assignments will not be accepted in fairness to other students.

2. MULTINATIONAL FIRM PROJECT
The multinational firm project assignment is to be done in groups of 3-4 students. Firms that are listed in either the Fortune Global 500 or the Business Week Global 1000 are good options. The firm may be of any nationality and from any industry but should be one that has adequate information available for the assignment. Choosing a company that you are interested in pursuing a career with, is a good mechanism to create synergies between your academic experience and professional aspirations. Each group must indicate their choice of a company for the team project by **September 18th, 2014**. A penalty will be applied for late selection. An early choice is recommended, since duplication of companies across groups, is not permitted. Please do not select companies discussed in the text (for e.g. WalMart, Tesco, Bosch, etc). Students should not use the same or substantially similar paper to meet the requirements of more than one course. If the same firm is used for a project in another class, there should be no more than 20% overlap of material.

The purpose of this assignment is to allow an in-depth investigation and evaluation of the issues that confront a particular multinational firm in its worldwide efforts rather than a mere documentation of facts. Fundamentally, the project allows you to use both the art and science of strategic management by developing your research skills in multinational context analysis, applying the concepts learned in class, and using your imagination and judgment to develop insights and formulate recommendations.

**a) Written project**
The written analysis should be between 20 – 30 pages (double-spaced, 12 point font, not including exhibits). The paper should describe and evaluate the multinational firm’s current context, and include an analysis of the relevant issues. The paper should be able to apply ideas from class readings to the multinational firm selected and should also draw analogies or point to dissimilarities in strategies adopted by the multinational firm vis-à-vis firms examined in the cases. Finally, the paper should conclude with a discussion of insights and recommendations for the future of the firm. Papers are required to be fully referenced within the body of the paper and with a complete bibliography of sources. The paper should have the following components:

1. Firm description – Brief introduction and overview of the firm
2. Final assessment and recommendations on critical actions the multinational firm must take to deal with the global context, based on your analysis of the components below.

And **any five** of the following (please be sure to make your discussion relevant to the global context):

3. Overseas expansion - Making the decision, managing the expansion
4. International context - Managing differences
5. Firm global strategy - Building competitive advantage, expansion and divestment
6. Transnational organization - Organization structure
7. Global innovation - Clusters and national differences, emerging markets
8. Firm strategies to manage global innovation - Managing the innovation process
9. Firm strategies for cross border collaboration - Managing partnerships
10. Firm strategies to adopt new roles for the future- Creating shared value

The first two components are required, you may select any five out of the remaining eight depending on availability of information and your preference. The final report must have a total of 7 components. **Groups will turn in the final written report by midnight on December 8th, 2014.** Late submission will be reduced by 1/3 of points received on the paper for every 24 hours that it is late. This means even if your project is just a minute late, it will receive the penalty of reduction by 1/3 of points received.

**b) Presentation**

Oral presentations will be conducted at the end of the semester in class. Each presentation should last about 5 minutes and focus on the key recommendations. Order of presentation will be determined by a random draw. **All members of the team are expected to attend the session, in order to receive the team presentation score.** Absence at the session will lead to a score of zero, on the presentation, for the individual member. Students should use visual materials such as overhead slides or power point to support their presentations.

**3. PEER EVALUATION OF TEAM MEMBERS**

Each individual is required to complete a single peer evaluation form indicating the levels of contributions and commitment of each member of their team on the team case analyses and multinational firm project. A copy of the peer evaluation form is available on Blackboard. Evaluations are confidential and will not be seen by your team members and should provide your frank and independent assessment. A blank template of the peer evaluation in Excel is available on Blackboard. Completed peer evaluation forms in Excel format, saved using your name, e.g., KateSmithPeerEvalGP2014.xls are due by email to tgardner@gwu.edu, by 9:30 a.m. on December 10th, 2014.

**4. EXAM**

There will be two 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 date and time indicated in the syllabus.

**5. CLASS ATTENDANCE & PARTICIPATION**

A 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.

OTHER COURSE POLICIES

Academic honesty
Dishonest behavior, as defined by 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. All students are expected to adhere to this Code. All acts of academic dishonesty will be dealt with in accordance with the provisions of this code. Please visit the following website for more information on the University's Code of Academic Integrity: http://www.gwu.edu/~ntegrity/code.html

ANY ASSIGNMENT INCLUDING PLAGIARIZED MATERIAL (see Academic Integrity Code for definition) WILL RECEIVE A MINIMUM PENALTY OF AN F. NO EXCEPTIONS WILL BE MADE.

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 significant 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.

Portable Electronic Devices in the Classroom
I do not mind if you use your laptop to help you take notes or reference 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.

**Late Assignments**
No late case assignments will be accepted. Failure to turn in assignments by the due date and time will result in a zero for the assignment.

**Final Grades**
Final grades will reflect the student’s total points earned in the course. You will be able to track your points on the Blackboard gradebook. All grades are final. **THERE WILL BE NO EXTRA CREDIT OFFERED IN THIS COURSE.**

**Grading Disputes**
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 to the teaching assistant and professor. This request should include a discussion of what you got wrong and why you believe you should have received credit for your work. Wherever possible, provide citations from the textbook or lectures. Attach this request to the original copy of your assignment or exam and turn it in to the teaching assistant and professor. Your entire assignment will be re-graded which may possibly result in a lower grade.

**Classroom Emergency Preparedness and Response Information**
Please consult the following link for [http://gwired.gwu.edu/upd/](http://gwired.gwu.edu/upd/) GWU emergency procedures. Campus police telephone numbers are: GW Campus Police (Emergency) Foggy Bottom – 202.994.6111 GW Campus Police (Non-Emergency) Foggy Bottom – 202.994.6110

GW Campus Advisories is the University’s principle method used for communicating incident-related information, including class cancellations, to the GW community. Visit [www.CampusAdvisories.gwu.edu](http://www.CampusAdvisories.gwu.edu) to sign up for Alert DC (text message alerts) and download GW Alert(desktop notifications). In addition, the University posts recorded messages on the GW Info line 202.994.5050.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
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<tbody>
<tr>
<td>Aug 26</td>
<td>Course Overview – Introduction to International Business Strategy</td>
<td>Tinker Toy activity/case handout, syllabus</td>
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<tr>
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<td>Retail doesn't cross borders, Harvard Business Review, 2012</td>
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<td>Sept 2</td>
<td>Expanding abroad - making the decision</td>
<td>Play it safe at home, or take a risk abroad? Harvard Business Review, 2012</td>
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<td>The entrepreneur's path to global expansion, MIT Sloan Management Review, 2005</td>
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<td>Sign up into groups of 4-5 people</td>
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<td>Burberry's CEO on turning an aging British brand into a global luxury brand, Harvard Business Review, 2013</td>
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<td>Sept 9</td>
<td>Expanding abroad</td>
<td>Walmart's African expansion</td>
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<td>Case: Walmart's African expansion</td>
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<td>Case Questions</td>
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<td></td>
<td>1. Evaluate WalMart's decision to expand into South Africa. Is this a good decision?</td>
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<td>2. Examine its strategy for entering the South African market and managing the expansion.</td>
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<td>3. What lessons does this provide for companies for future expansion abroad?</td>
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<td>Sept 11</td>
<td>Expanding abroad</td>
<td>The unfinished dream of NBA China</td>
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<td>Case: The unfinished dream of NBA China</td>
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<td>Case Questions</td>
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<td>1. What is the NBA's motivation to expand globally? How does it select overseas markets?</td>
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<td>2. What has been NBA's strategy in pursuing global expansion in China?</td>
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<td>3. What should Shoemaker do to address the challenges in China?</td>
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<td>Sept 16</td>
<td>Understanding the international context - Managing differences through mindsets</td>
<td>MANAGING DIFFERENCES, HARVARD BUSINESS REVIEW, 2007</td>
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<td>Sept 18</td>
<td>Understanding the international context</td>
<td>United Cereal: Lora Brill's Eurobrand challenge</td>
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<td>Case:</td>
<td>United Cereal: Lora Brill's Eurobrand challenge</td>
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<tr>
<td>Case Questions</td>
<td>1. How should Lora Brill respond to Michel's request to launch Healthy Berry Crunch in France?</td>
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<td>2. Should Healthy Berry Crunch become a Eurobrand?</td>
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<td>3. How should the company manage Eurobrands? Should they abandon the Eurobrand team concept?</td>
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<td>Company choice due</td>
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Sept 23  Project time, no class, class time allocated for working on projects

Sept 25  Global strategy
Reading: Building layers of competitive advantage (reading from Ghoshal book will be handed out in class)
Right up the middle: How Israeli firms go global, Harvard Business Review, 2014

Sept 30  Global strategy - expansion and divestment

Oct 2  Global strategy
Case: **Tesco's Fresh and Easy: Learning from the U.S. exit**
Case Questions
1. Is exiting the U.S. market in 2012 the right decision for Tesco? Why or why not?
2. How should Tesco manage the process of exit?
3. What are the takeaways that Tesco could apply elsewhere in its global strategy?

Oct 7  Developing a transnational organization
Readings: Organizing for effectiveness the transnational solution, California Management Review, 1988

Oct 9  Developing a transnational organization
Case: **Kent Chemical: Organizing for international growth**
Case Questions
1. What were the problems facing Luis Morales as he began implementing Ben Fisher's international expansion strategy?
2. Evaluate the organizational changes (Global Business Directors and World Boards) he made in response to the problems
3. Considering the Sterling Partners' proposal, what should Morales recommend in order to address the organizational issues?

Oct 14  Review session

Oct 16  EXAM 1

Oct 21  Global innovation- regional clusters, national differences

Oct 23  Global innovation - strategies to harness innovation
Readings: Is your innovation process global, Santos, Doz, Williamson, Sloan Management Review, 2004
Exams returned

Oct 28    Global innovation - emerging market focus

Oct 30    Global innovation - emerging market focus

Nov 4     Global innovation
Case       Applied Research Technologies
Case Questions
1. How should Peter Vyas handle his team’s request? Why?
2. Should Cynthia Jackson approve the request if Vyas sends it up to her? Why or why not?
3. How has ART been able to support its innovation record? How does it balance the tension between learning and performance?

Nov 6     Global innovation
Case       Global product development strategy at Bosch
Case Questions
1. Where should Tammler develop the LPV abs system, in Suzhou or Yohohama? Please provide a clear rationale for your choice.
2. How has global product development been organized at Bosch?
3. Does your site selection in response to Qs 1 align with the global product development strategy at Bosch? Or does it suggest the strategy needs to be changed?

Nov 11    Cross-border collaboration
Readings:  Rewriting the playbook for corporate partnerships, Sloan Management Review, 2014

Nov 13    Cross-border collaboration
Case       Shenzhen Filtroil: Finding balance
Case Questions
1. How did Shenzhen Filtroil end up with these problems?
2. Evaluate the pros and cons of the options available to Leahman.
3. How should Leahmann respond to the situation? How does your choice align with Filtroil's strategy?

Nov 18    International business roles for the future

NOV 20   EXAM 2

Nov 25    Project time, no class, class time allocated for finalizing projects
<table>
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<tr>
<th>Date</th>
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<tr>
<td>Nov 27</td>
<td>Thanksgiving Break</td>
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<tr>
<td>Dec 2</td>
<td>Regularly scheduled Tuesday classes do not meet as per GW academic calendar</td>
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<tr>
<td>Dec 4</td>
<td>Team presentations</td>
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<tr>
<td>Dec 8</td>
<td><strong>Projects due by midnight</strong></td>
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