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 conceptual tools and skills necessary for managers to make effective decisions, navigate a complex, international environment and lead with a global mindset. By focusing on the firm’s global strategies, we will build on and complement the macro foundations established in the Global Perspectives course.

The course begins by exploring choices of optimal strategies for managers of multinational firms to deliver and create value in foreign markets. We will then unpack different elements of these strategies by considering the following key themes: the process of internationalization; modes of entry; configuration of global operations and organization of international operations.

This learning will be facilitated by readings, cases, current issues in international business. The overarching goal of this course is to enable students to develop and fine tune skills to manage effectively in the international business environment. These skills include:

a) **Diagnosis:** Critically diagnosing strategic and organizational problems that confront managers in the international arena.

b) **Recommendation:** Developing viable solutions and implementation strategies to these problems, while being cognizant of limiting factors.

c) **Communication:** Articulating the above both orally and in writing.

The specific objectives for the course are:
(a) To gain an understanding of the role of the manager in formulating and implementing strategy in the international environment.
(b) To cultivate an appreciation for the multiple facets of the firm, that are subject to global influences
(c) To develop a competence in applying concepts and frameworks in enabling managers to assess and respond to the international environment.
COURSE MATERIALS
This course requires the use of the following materials
1. **Custom book** that includes reading assignments – chapters and cases, created by using a portion of another book, to fit to course duration.
   
   **A free etext version of the book is available through Blackboard.**
   
   **Alternative option:** If you prefer a hard copy, you can buy the original book from which the custom book contents were extracted. The original book has additional content that we will not cover in the class. Title: International Business: Environments and Operations by Daniels, Radebaugh and Sullivan, 14th edition
   
   
   Please be sure to verify the ISBN and the edition, before making your purchase, to ensure you have the correct book.

2. **Other materials accessed through Blackboard** that include course slides, current news articles and videos, exams etc

COURSE COMPONENTS AND GRADING
1. Group case analyses
   
   2 written cases @ 20% each

   **40%**

2. Peer evaluation from team members

   **5%**

3. Class participation (individual)
   
   2 sessions @ 5% each

   **10%**

4. Exams (individual)
   
   Scenario, multiple choice
   
   5 exams @ 9% each

   **45%**

   **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 ANALYSES
Written case analyses are required for two cases. Case analyses should be done in groups of three students. Students can self-select into groups of three/two and must email the instructor of the group assignment by **Saturday, January 17th, 2015, 11 p.m. EST**. Any students that do not indicate group assignments by January 17th, will be assigned to groups by the instructor.

Case 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

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

2. Apply the relevant theoretical concepts and frameworks from the materials associated with the case. For e.g. for Burger King, use the concepts from the chapter on Country Evaluation and Selection and for Infosys, use the concepts from the chapters on The Organization of International Business.

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 additional discussion will not be reviewed 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 analyses are due by the date and time indicated in the syllabus.

**Submitting case analyses**
All case analyses must be submitted by the date and time indicated, via:

a) Blackboard - please click on the Deliverables tab. Blackboard runs a plagiarism check and

b) email to the professor. **Please include group name, number and case title in subject of the email.** Please be sure to identify group member GWIDs on the assignments turned in. All case analyses are due at the times indicated. Late assignments will not be accepted.

**2. 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 both the team case analyses. A copy of the peer evaluation form is appended to this syllabus. 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., KateSmithPeerEvalIM2015.xls are due by email to the professor, by **March 1st, 2015, 11 p.m. EST**
3. CLASS PARTICIPATION IN SYNCHRONOUS SESSIONS

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 the two synchronous class sessions. You will need internet access, a microphone and earphones/speaker to participate in these sessions and in the virtual office hours.

The synchronous session discussions are scheduled to follow case submissions. We will utilize these sessions to review the case and explore the lessons it offers for the concepts discussed in the readings. Please have a copy of the case, the case questions and your team analysis available to you during the synchronous discussion session.

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?
* Do the comments draw analogies or contrasts between the case and participants professional experience?
* 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.

Important Note: The class is divided into two discussion sections. To access the required live session, please use the live session tab through the discussion course (i.e. not through this course). Professor Channell's section may have different hours for live sessions. If you are in Professor Channell’s section, please check with him regarding dates and times for live sessions.

4. EXAMS

Exams will be available through the deliverables tab. There will be 6 graded exams that will cover the conceptual frameworks and cases discussed in class. Other material discussed in the additional required class slides but not in the text will also be included in the exam. The format of the exam will include multiple choice and scenario questions.

Exams must be completed by the deadlines indicated in the syllabus. Plan ahead and start the exam/assignment to allow sufficient time to complete it by the deadline. Please be sure to attempt the exam/assignment after you have reviewed the material assigned (chapter and power point slides) for that week. Out of the 6 exams, your 5 best exam scores will be considered to calculate your grade. This is done in order to allow for flexibility in case you have work responsibility, travel, technical difficulties etc that result in missing an exam or poor performance on the exam. In addition week 1, offers an opportunity for you to take an ungraded, practice exam and video assignment. You are strongly encouraged to attempt the practice exam and assignment in order to become familiar with the setting.
OTHER COURSE POLICIES

Getting help
Unless your question is of a confidential nature, you are strongly encouraged to (1) post questions to the discussion board or (2) pose questions during virtual office hour discussions. More than likely someone else in the class has the same question, and we can all benefit as a community by a group conversation. Confidential questions should be sent via email to the professor.

Discussion Board: The discussion board labeled “Class Questions” is checked daily. This is the quickest way to receive a response.

Virtual Office Hours: Tuesdays, 8:30 to 9:30 p.m. EST (exceptions noted in syllabus)
You will have the opportunity to pose questions and visit with the professor during virtual office hours.

Getting to know the cohort
This is a 100% online course. In order for us to get to know each other, please post in the discussion forum titled “Introductions”, a short description of yourself (no more than 75 words or 3-4 sentences), by January 13th, 2015, 11:00 p.m. EST. Please include your name, undergraduate degree, work experience, international travel and/or work (if any) and a fun fact about yourself (for example, a hobby) that would be appropriate to share with the cohort.

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, set early deadlines and make time to meet virtually with your group. 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.

Late Assignments
Late assignments (even those that are a few minutes late) will not 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. In order to prevent "cherry-picking", your entire assignment will be re-graded which may possibly result in a lower grade.

Schedule of readings, cases and assignments

Session 1, Week 1 – January 12th to January 18th

Topic:  Strategy in the International Environment
Material:  Chapter 11: The strategy of international business
Blackboard materials associated with Session 1

Virtual office hours:  1/13/2015, 8:30 to 9:30 p.m. EST

Team selection due by 1/17/2015, 11:00 p.m. EST
Post self-description on discussion forum by 1/13/2015, 11:00 p.m. EST

Assignments:
1. Practice Exam  (ungraded practice exam)
   Must be completed by 1/18/2015 by 11:00 p.m. EST

Note: Session 1 assignments are ungraded and offered for practice in preparation for the graded assignments. You are strongly encouraged to complete these assignments in order to familiarize yourself with format and types of questions.

Click on “Live Sessions” tab on Blackboard to make sure your computer is set up to access upcoming virtual office hours and live discussion sessions. Alert the professor, now, if you are having trouble. It is your responsibility to be prepared for the required live discussion session.

Session 2, Week 2 – January 19th to January 25th

Topic:  Process of Firm Internationalization
Material:  Chapter 12: Country evaluation and selection
Case: Burger King beefs up global operations (case on page 470 in eText)
Blackboard materials associated with Session 2

Virtual office hours: 1/20/2015, 8:30 to 9:30 p.m. EST

Team work  Begin work on Burger King case (due following week see Session 3)

Case questions:
Qs 1. How could managers at Burger King have used scanning and analysis approaches to prevent its early (1960s, 1970s and 1980s) unsuccessful international forays.
Qs 2. Evaluate the success of later internationalization in Brazil – what did managers do differently?
Qs 3. Examine the patterns of internationalization and strategies for allocation of resources across locations utilized by Burger King

Graded assignments:
1. Exam
   Must be completed by 1/25/2015 by 11:00 p.m. EST

Session 3, Week 3 – January 26th to February 1st

Required synchronous discussion session: Saturday, 1/31/2015, 8:00 to 9:30 p.m. EST
Discussion on Burger King
Note: The class is divided into two discussion sections. Professor Channell’s section may have different hours for the synchronous session.

Topic: Modes of entry
Material: Chapter 13: Export and import
Blackboard materials associated with Session 3

Virtual office hours: 1/27/2015, 8:30 to 9:30 p.m. EST

Graded assignments:
1. Team case analysis write up on Burger King
   Must be submitted by Friday, 1/30/2015 by 11:00 p.m. EST
2. Exam
   Must be completed by 2/1/2015 by 11:00 p.m. EST

Session 4, Week 4 - February 2nd to February 8th

Required synchronous discussion session: Saturday, 2/7/2015, 8:00 to 9:30 p.m. EST
Discussion on Connecting with OneWorld
Note: No written assignment required for the OneWorld case. The class is divided into two discussion sections. Professor Channell’s section may have different hours for the synchronous session.

**Topic:** Modes of entry  
**Material:** Chapter 14: Direct investment and collaborative strategies  
**Case:** Connecting with OneWorld (case on page 546 in eText)  
**Blackboard materials associated with Session 4**

Virtual office hours: 2/3/2015, 8:30 to 9:30 p.m. EST

Case discussion questions (preparation for discussion session, no write up required on this case)  
**Qs 1.** What are the advantages and disadvantages of collaborative arrangements such as the OneWorld alliance versus the merger and acquisitions approach adopted by others in this industry?  
**Qs 2.** Is the strategy pursued by niche players of not forming extensive international connections, a viable one for the future? Why or why not?  
**Qs 3.** What are the lessons for managing international collaboration from the different alliances – OneWorld, Transatlantic and AA-JAL?

Graded assignments:

1. **Exam**  
   **Must be completed by 2/8/2015 by 11:00 p.m. EST**

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**Session 5, Week 5 - February 9th to February 15th**

**Topic:** Configuring international operations  
**Material:** Chapter 17: Global manufacturing and supply chain  
**Blackboard materials associated with Session 5**

Virtual office hours: 2/10/2015, 8:30 to 9:30 p.m. EST

Graded assignments:

1. **Exam**  
   **Must be completed by 2/15/2015 by 11:00 p.m. EST**

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**Session 6, Week 6 - February 16th to February 22nd**

**Topic:** Organizing international operations  
**Material:** Chapter 15: Organization of international business  
**Case:** Infosys: The search for the best and the brightest (case on page 588 in eText)  
**Blackboard materials associated with Session 6**

Note: No virtual office hours this week, please email if you have any questions
Case questions:
Qs 1. What are the challenges posed by traditional structures for the Infosys’ business model (please be sure that the challenges identified are relevant and applicable to the information provided on Infosys)
Qs 2. What advantages do neoclassical structures offer in the Infosys’ case (again please make sure these advantages apply to Infosys)
Qs 3. How does Infosys ensure control and coordination (please be sure to address the role of culture) within the organization.

Graded assignments:
1. Exam
   Must be completed by 2/22/2015 by 11:00 p.m. EST
2. Team case analysis on Infosys
   Must be submitted by 2/22/2015 by 11:00 p.m. EST

Session 7, Week 7 - February 23rd to March 1st

Topic: Organizing international operations
Material: Chapter 20: International human resources
         Blackboard materials associated with Session 7

Virtual office hours: 2/24/2015, 8:30 to 9:30 p.m. EST

Graded assignments:
1. Exam
   Must be completed by 3/1/2015 by 11:00 p.m. EST
2. Peer evaluation
   Must be submitted by 3/1/2015 by 11:00 p.m. EST

Final grades for class will be posted by Sunday, March 8th, 2015