Managing the Multinational Enterprise
Fall 2015

Professor: Dr. Anu Phene, Professor of International Business
Office: Funger Hall, Suite 401 Email: anuphene@gwu.edu (email preferred)
Tel: (202) 994 6764 Fax: (202) 994 7422

Teaching Assistant: Keerthi Yellapragada Email: keerthikiran@gwmail.gwu.edu

Class meetings: Tuesday and Thursday 2:20 – 3:35 p.m. in Duques 255
Office hours: Tuesday and Thursday 4:00 - 5:30 p.m. and by appointment

Resources: 1. Required packet of readings (approximate cost $40) to be purchased at the following link
   a) https://cb.hbsp.harvard.edu/cbmp/access/38238483
   OR
   b) https://www.iveycases.com/CoursepackView.aspx?id=6910 (slightly cheaper at this site)
You will be required to login to these sites 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. Please review detailed instructions on page 6 of syllabus if you use option b (Ivey cases link)
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 either through their international operations or by working with partners across national borders.

The specific objectives for the course are to gain:
(a) an understanding of formulating and implementing global strategy.
(b) an appreciation of how the different facets of the international environment create strategic challenges and opportunities for the firm.
(c) a competence in applying techniques and frameworks in the analysis of the multinational firm
(d) an understanding of how to create effective transnational capabilities and create competitive advantage.
(e) 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
   1 team assignment 15
   1 individual assignment 20

2. Peer evaluation from team members 5

3. Exams (individual) 50
   (2 exams @ 25 points each)

4. Class participation (individual) 10
   100

1. CASE ANALYSIS
Written case analyses are required for two cases, of these one analysis is a team assignment and the other is an individual assignment. Team analyses should be done in groups of four to five students. Students can self-select into groups and must email the teaching assistant keerthikiran@gwmail.gwu.edu of the group assignment by Sunday, September 13th, 2015, 10 p.m. EST. Any students that do not indicate group assignments by September 13th, 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 analysis. You cannot do an individual analysis and team analysis for the same case. One case analysis must be done by October 7th and the other after October 7th - this means you must do either the team or individual case analysis prior to 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 Amazon or Azza Fahmy, 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 Amazon goes global it must be submitted by noon, on Tuesday, September 15th).


**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 the teaching assistant at keerthikiran@gwmail.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. **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. Completed peer evaluation forms in Excel format, saved using your name, e.g., KateSmithPeerEvalGP2015.xls are due by email to the teaching assistant at keerthikiran@gwmail.gwu.edu by 9:30 a.m. on December 7th, 2015.

3. **EXAMS**
There will be two closed book, closed notes exams 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 exams must be taken at the date and time indicated in the syllabus.

4. **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.

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, 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 result in a lower grade.

**Classroom Emergency Preparedness and Response Information**

Please consult the following link [http://gwired.gwu.edu/upd/](http://gwired.gwu.edu/upd/) for 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 principal method for communicating incident-related information, including class cancellations. 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.

**Additional instructions for purchasing coursepack from Ivey (option b)**

1. Go to the Ivey Publishing website at [www.iveycases.com](http://www.iveycases.com)
2. Log in to your existing account or click "Register" to create a new account and follow the prompts to complete the registration. If registering, choose the "Student User" role.
3. Click on this link or copy into your browser: [https://www.iveycases.com/CoursepackView.aspx?id=6910](https://www.iveycases.com/CoursepackView.aspx?id=6910)
4. Click "Add to Cart".
5. You may choose to order in either **print** or **digital** format.
   - To order the material in digital format, check "digital download" and click "OK".
   - To order a printed copy for delivery, enter the print quantity required and click "OK". Please note that shipping charges will apply.
6. Go to the Shopping Cart (located at the top of the page), click "Checkout", and complete the checkout process.
7. When payment has been processed successfully, an Order Confirmation will be emailed to you immediately and you will see the Order Confirmation screen.
   - If you ordered digital copies: Click "Download your Digital Items" or go to "My Orders" to access the file.
   - If you ordered printed copies: Your order will be printed and shipped within 2 to 3 business days.

**IMPORTANT:** Access to downloadable files will expire 30 days from the order date, so be sure to save a copy on your computer. The downloadable file is a PDF document that can be opened using Adobe Reader. This material is for your personal use only and is not to be shared or distributed in any form.

Questions? Contact Ivey Publishing during business hours.
Ivey Publishing
Ivey Business School
Western University
e. cases@ivey.ca
t. 519.661.3208 | tf. 800.649.6355
[www.iveycases.com](http://www.iveycases.com)
Business Hours: Monday to Thursday: 8:00am-4:30pm (ET), Friday: 8:00am-4:00pm (ET)
Schedule of readings, cases and assignments

Sept 1  Course Overview – Introduction to International Business Strategy
        Tinker Toy activity, syllabus

Sept 3  Globalization and implications for strategy
        Retail doesn't cross borders, Harvard Business Review, 2012

Sept 8  Expanding abroad - making the decision
Reading: Play it safe at home, or take a risk abroad? Harvard Business Review, 2012 (cannot be used for case analysis)
        The entrepreneur's path to global expansion, MIT Sloan Management Review, 2005
        Sign up into groups of 4-5 people

Sept 10 Expanding abroad - managing effectively
Reading: Managing global expansion: A conceptual framework, Business Horizons, 2000
        Burberry's CEO on turning an aging British brand into a global luxury brand, Harvard Business Review, 2013

Sept 15 Expanding abroad
Case:   Amazon goes global
        Case Questions
        1. Why has Amazon pursued global expansion? Is international expansion important for success in online retailing?
        2. Evaluate Amazon's strategy for managing its global expansion
        3. How should Amazon manage its global operations in the future? Please be specific in identifying country markets that should be strengthened or developed as well as those it should exit and provide supporting evidence

Sept 17 Expanding abroad
Case:   Azza Fahmy Jewellery: International Expansion
        Case Questions
        1. Evaluate the international expansion opportunities for Azza Fahmy in the three countries (Turkey, Spain and France). Which one offers the most optimal fit and why?
        2. What mode of entry should Fahmy choose for each market? Please be sure to support your suggestions
        3. Propose and provide justification for a sequence of international expansion for Fahmy.

Sept 22 Understanding the international context - Managing differences through mindsets
        Will the new competitive landscape cause your firm's decline? Business Horizons, 2008
Sept 24        Understanding the international context
Case:        United Cereal: Lora Brill's Eurobrand challenge
Case Questions
1. How should Lora Brill respond to Michel's request to launch Healthy Berry Crunch in France?
2. Should Healthy Berry Crunch become a Eurobrand?
3. How should the company manage Eurobrands? Should they abandon the Eurobrand team concept?

Sept 29        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

Oct 1        Global strategy - expansion and divestment

Oct 6        Global strategy
Case:        Target Canada
Case Questions
1. Evaluate Target's strategy in Canada - how did it contribute to its loss making performance?
2. Should Target exit the Canadian market? Why or why not?
3. What are the takeaways that Target could apply to its global strategy in other markets?

Exam format

Oct 8        Developing a transnational organization
Readings:        Organizing for effectiveness the transnational solution, California Management Review, 1988

Oct 13        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 15        Review session

Oct 20        EXAM 1
Oct 22  Global innovation- regional clusters, national differences

Oct 27  Strategies to harness global innovation
Readings: Is your innovation process global, Santos, Doz, Williamson, Sloan Management Review, 2004
Exams returned

Oct 29  Global innovation - focus on emerging markets

Nov 3   Global innovation - business model innovation

Nov 5   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 10  Global innovation
Case     Global product development strategy at Bosch
Case Questions
1. Where should Tammler develop the LPV abs system, in Suzhou or Yokohama? 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 12  Cross-border collaboration
Readings: Rewriting the playbook for corporate partnerships, Sloan Management Review, 2014
Nov 17  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 19  International business roles for the future

Nov 24  No class, class time allocated for exam preparation

Nov 27  Thanksgiving Break

Dec  1  Review session

Dec  3  **EXAM 2**

Dec  8  Regularly scheduled Tuesday classes do not meet as per GW academic calendar