MGT 536 International Business  
Oakland University  
School of Business Administration  
Fall 2007  
Wednesday, 6:30-9:20

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Office Hours: Wednesday 3 pm -5 pm; before and after class, or by appointment

Email is typically the best way to contact me. Every attempt will be made to respond to any correspondence within 24 hours or less.

TEXT:

ISBN 0-13-0179175

CASES:

https://ebooks.primisonline.com/eBookstore/index.jsp

COURSE OBJECTIVES:

The fundamental objective of this course is to provide students with a substantive review and application of material covered in the various MBA coursework, as viewed from a global lens. As such, this course is designed to help understand the complexity of creating and implementing a comprehensive strategy in a global business environment; including macro, industry, and firm level considerations. Understanding the way various business functions interact in a global environment is of particular interest, and the material included is designed to address the creation of competitive advantage in organizations that span national boundaries. The course is developed as a capstone to the MBA program, where all facets of knowledge acquired through the core curriculum and elective classes is used to analyze, assess, and formulate strategic plans to address the complex issues in the global marketplace.

As an outcome of this course, participants are expected to acquire knowledge and skills that will help them manage effectively in an international business environment. Students will be able to assess such issues as: where to compete; which products/services to offer around the globe; how to market those products or services; where to locate the various activities of the firm, and how to organize to effectively coordinate worldwide activities. Leadership attributes required to operate effectively in a global marketplace will also be identified and developed. Ultimately, students will have ability to apply advanced business tools and concepts in a global marketplace.
COURSE FORMAT AND GRADING:

The course is presented in a seminar format. This means that it is designed for a small number of students to allow for a high degree of interaction. Leadership and team building skills are natural outcomes from this approach to learning.

This semester, there will be 2 students participating as “distance” learners. Some differences in assignments will be made for “physical” students (PS) versus “distance” students (DS) in order to ensure the learning goals are achieved for all students.

Class Participation (20 points)

A seminar format is inherently interactive and preparation for class discussions is necessary to participate fully. Participation includes regular attendance, contribution to discussions, and demonstrated interest in the course material. Involvement will be judged based on the quality of the contribution, not only on quantity of input. Contributions which bring a unique, but productive perspective to an issue will be most beneficial.

To approach this efficiently, yet effectively, students should review each chapter in the book, each article, and each case; without reading every word on the page, skim through the text and look for the most relevant information. Take quick notes to form an outline. Try to look for what makes sense and what maybe doesn’t. Then, look for the pattern. How do these concepts and ideas fit together? What are the implications?

Discussion questions will be posted on the moodle site over the course of the semester. PS will be evaluated based on a combination of points between class participation (20 points) and responses to five (5) online discussion issues (10 points). DS will be evaluated based on responses to ten (10) of the online discussion issues.

Article Summaries (15 points)

Each week there are several articles assigned for reading in advance of class. Each article will be discussed in class with a student leading the discussion. A student will be assigned to summarize each article. The student assigned to a reading will provide a one page summary of the article, and provide copies of their summary to the other students and the professor. The DS will submit their summaries on moodle at least 1 hour prior to class time each week. The designated PS will lead class discussion of the topic; DS summaries will be reviewed by the class with the Professor leading.

Summary formats should be prepared as follows:

Paragraph 1 – brief overview of the article, why it is relevant and/or important
Paragraph 2 – summary of the major points with specific definitions of concepts and how they relate to each other.
Paragraph 3 - a general assessment of the relative validity of the over all theme of the paper, application of the concepts to contemporary business (or maybe your company), and
a critique by the presenter – essentially, what do you think and why? Justify your position!

Discussion - the summary should include a thought provoking point or discussion question for the class to consider.

Assignments will be made on a rotating basis in alphabetic order by student last name. The students who are not assigned an article should be prepared for discussion of the issues brought out in the course material, and to address the questions raised by the article presentation.

**Case Leadership (30 points)**

Each student will lead the discussion of two cases. Based on the initial number of students registered for the class, there should be two students responsible for each case. A sign up sheet will be passed out (and available on moodle) so students can sign up for the cases of their choice. You do not have to work with the same person on both cases – in fact, it is preferable to “mix it up” a bit.

In preparation to lead this discussion, the students will prepare a 3-5 page write up of the case, including background information, environmental evaluation, problem identification, alternative solutions and recommendations to be turned in to the professor. To effectively lead the discussion, the presenters may wish to also use powerpoints or some form of hand out.

Grading will be based on in class leadership of the case discussion for PS, as well as content of the case write up. Please review the case review handout provided separately for direction.

Hard copies will be turned in, and case files will be uploaded to moodle.

**Core Strategy Worksheet (10 points)**

Each student will independently complete a core strategy worksheet for a company of their choice, but preferably for their employing firm or another company for which they have a broad base of knowledge. While secondary sources may be helpful to all the students, if personal knowledge of a firm is not available, then information will have to be gathered from secondary sources.

PS Please make sure to upload your file to moodle, and bring enough hard copies of your strategy worksheet to share with the class. DS please upload your files at least 1 hour before class time.

**Final Exam (25 points)**

A final exam will be administered to assess the students’ acquisition, integration, and application of course material. Details will be discussed at a later date.
GRADING

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>20</td>
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<tr>
<td>In class</td>
<td>10 PS</td>
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<tr>
<td>Discussion</td>
<td>10 PS, 20 DS</td>
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<tr>
<td>Article Summaries</td>
<td>15</td>
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<tr>
<td>Case Leadership</td>
<td>15</td>
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<td>Case 1</td>
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<td>Case 2</td>
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<td>Core Strategy Worksheet</td>
<td>10</td>
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<tr>
<td>Final Exam</td>
<td>25</td>
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<td>Total</td>
<td>100</td>
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The final grade structure will be based on a formula where 94% equals a 4.0 and 70% equals a 2.0, based on a 4.0 scale and equal distribution at .10 intervals.

POLICIES:

- Please adhere to professional behavior in class. Refrain from chatting, reading the newspaper, answering phones, wearing headsets etc. **Laptops are not to be open during lectures or presentations.**
- Important announcements will be made in class, sent via email broadcast and posted on the course web page.
- Final course grades are final. Changes will only be made if there is a mistake in the calculation of the final grade. No incomplete or deferred grades will be given.
- Any act of academic dishonesty during the course will result in a 0.0 grade for the course and possible suspension from the University in accordance with the University’s academic policy guidelines.
- In accordance with the university policy, students with documented sensory and/or other special needs should inform the professor, so that their circumstances can be accommodated.
- Extensions and make-ups will only be granted on medical or compassionate grounds and will not necessarily be granted because of work or other commitments. If you are efficient in your course work, then “emergency” travel for business purposes should not interfere with turning assignments in on time. Requests for extensions should be made in writing prior to the due date. Late assignments that have not been granted an extension will be penalized by deducting 20% of the possible mark per full day overdue.
**The schedule may be amended at any time as necessary based on the Instructor’s discretion**

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<tr>
<th></th>
<th>Topic / Case</th>
<th>Chapters</th>
<th>Reading</th>
<th>Assignment Due</th>
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| 1 | September 5  | Introduction and Overview | ▪ The Globalization of Markets  
▪ It’s a Flat World  
▪ Why the World Isn’t Flat | |
| 2 | 12 Globalization & The Environment; Review of IB Basics | 26 | ▪ What is Strategy?  
▪ Do You Really Have a Global Strategy?  
▪ Strategic Intent  
▪ Fit, Failure, and the Hall of Fame | |
| 3 | 19 Strategy! |  | ▪ Global Managers: Developing a Mindset for Global Competitiveness  
▪ Global Mindsets & Cognitive Shift in a Complex Multinational Corporation  
▪ What is a Global Manager?  
▪ In Search of Global Leaders | |
| 4 | 26 Global Leadership | | ▪ Beyond Offshoring: Assess Your Company’s Global Potential  
▪ The Forgotten Strategy  
▪ Localization: The Revolution in Consumer Markets | Core Strategy Worksheet |
| 5 | October 3    | Defining Core Strategies | Appendix | |
| 6 | 10 Industry Globalization Drivers & Levers | 1 & 2 | ▪ Distance Still Matters  
▪ The Dubious Logic of Global Megamergers | Cemex |
| 7 | 17 Global Market Participation-Internationalization | 3 | | Singapore Airlines |
| 8 | 24 Designing Global Products & Services | 4 | ▪ The Forgotten Strategy  
▪ Localization: The Revolution in Consumer Markets | Four Seasons |
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<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Section</th>
<th>Topic</th>
<th>Notes</th>
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<tr>
<td>9</td>
<td>31</td>
<td>Review and Catch up</td>
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| 10   | November | 7                                 | Locating Global Activities                                           | 5
|      |          |                                   | Clusters and the New Economics of Competition                         | GE’s Growth Strategy                                                  |
|      |          |                                   | The Right Way to Manage Expats                                        |                                                                      |
| 11   | 14       | Creating Global Marketing         | 6
|      |          |                                   | How Global Brands Compete                                             | Haier: Taking a Chinese Company Global                                |
|      |          |                                   | The Lure of Global Branding                                           |                                                                      |
|      |          |                                   | Global Marketing Strategy                                            | Global Branding of Stella Artois                                     |
| 12   | 21       | Global Competitive Moves          | 7
|      |          |                                   | Global Gamesmanship                                                   | Philips vs. Matsushita                                                 |
|      |          |                                   | Competing with Giants                                                |                                                                      |
|      |          |                                   | Global Chess or Game of Go                                            |                                                                      |
| 13   | 28       | The Global Enterprise             | 8
|      |          |                                   | The Global Enterprise                                                | Novartis                                                              |
|      |          |                                   | Why Focused Strategies May Be Wrong for Emerging Markets              |                                                                      |
|      |          |                                   | Global Strategy: An Organizing Framework                              | Metro Cash & Carry                                                    |
|      |          |                                   | Framework of a Global Company                                        |                                                                      |
| 14   | December | 5                                 | Alternative Approaches to Global Strategies                          | Toyota in Europe                                                      |
|      |          |                                   | Regional Strategies for Global Leadership                            |                                                                      |
|      |          |                                   | Managing Global Differences                                          |                                                                      |
READING LIST


