2012

MGMT 325-01 International Management

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Xavier University
Williams College of Business
Management 325-01 – International Management

Instructor: Dr. Mina Lee
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Office Hour: Mon 2 - 5 p.m., Wed 1 - 4 p.m.
Other times by appointment.

Class Hours: Tuesday/Thursday, 1:00-2:15pm. Spring 2012.
Class Venue: Smith Hall 347

Articles from the popular business press distributed in class. In addition, students are expected to be familiar with current international business issues as reported in the Wall Street Journal and Business Week.

COURSE OBJECTIVES

The mission of the Williams College of Business (WCB) appears below:
“We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition.”

The primary objective of this course is to provide you with a framework for understanding issues related to international management. It is about the experiences of firms from many countries as they come to grips with an increasingly competitive global environment.

This course includes understanding how the competitive position of a firm is devised based on analyzing the external environment, country-based sources of advantage and distinctive competencies and capabilities of the firm. This course emphasizes the differences in world culture, international negotiation, various ways to motivate international human resources, and how to develop a global management cadre. By doing so, I expect students to become a global citizen who is flexible enough to adopt diverse culture and customs while maintaining their identity and ethics.

This course requires an understanding of the advantages and disadvantages of the many organizational forms and the ethical processes that may be used to attain the desired competitive position. Finally, it requires an understanding of
issues relating to global strategy implementation. Thus, the stated objectives are consistent with the WCB’s mission statement.

*Classroom activities* will include presentation and discussion of theories, practices, case analyses, problem-solving activities, video discussions, and guest speaker visits.

**GRADING**

Your evaluation is based upon the quality of your class attendance, group presentations, project, exams and individual reports. The percentage weight given to each component is:

1. Exams: 50% (Best 2 out of 3)
2. Project: 40%
3. Attendance/Participation: 10%
   Total: 100%

1. **Exam 1, 2, 3: Individual. 50% (Best 2 out of 3. 25%*2 = 50%)**

   The exams will be consisting of questions covering text material. We will use both multiple choice questions and essay questions.

2. **Class Attendance and Participation: Individual. 10%**

   The course objectives and format are centered on your preparation for and participation in class. Please treat this class as a *workshop* for honing your skills in issues concerning International management. Your class participation should demonstrate: (1) evidence of careful preparation of cases and readings; (2) clarity and conciseness of your recommendations; and (3) strong and convincing analysis to support your recommendations.

   Following each class session, the grade for class participation will be awarded as follows:
   - **A:** Attended and contributed to discussion, reflecting a good understanding of material and evidence of preparation.
   - **B:** Attended, but no involvement.
   - **C:** Partial or complete absence, arriving late on multiple occasions.

   You are allowed to miss two classes without penalty. Use them sparingly. If you miss more than three classes, you will receive a ‘D’ for attendance. If you miss more than six classes, you will receive a ‘F’ for the attendance.
There are exceptions for the above attendance policy: a medical emergency and court appearance. In case you have a medical emergency or court appearance, your attendance will be excused. You need to submit the medical document/legal document to the instructor to correct your attendance record. In case of medical emergency or court appearance, the instructor will give you a make-up assignment.

3. **Team Project: Group. 40%**

The grade for the country project presentation/report takes 40% of the total grade.

Your team (about 3 or 4 members) represents a consulting group. Your assignment is to prepare a concise simulated business plan that includes an environment and industry analysis and a plan of action for succeeding in that environment. The report should be professionally prepared as if for a real consulting project.

The report should be double-spaced, and the body **more than 10 pages**, exclusive of exhibits and references. The border margins should be set at no less than one inch on all sides. The font should be **11 point**. The report should have **one page executive summary**. The executive summary should include below:

A. **Background**: A description of the external environment (Global, Demographic, Political/Legal, Economic, Social, and Technological).

B. **Problem identification and suggestions**: A description of the mission, objectives, and intended strategies for your company (long term and short term).

C. **How to implement the suggestions**: A plan for implementation.

**PROJECT GUIDELINES**

*Paper 1: Regional analysis of (a certain continent)*
*Paper 2: Country analysis of (a certain country)*
*Paper 3: Company analysis of (a certain company and its main rival)*
*Paper 4: Recommendation (your plan to beat the competitor)*

**Paper 1: Regional analysis of (a certain continent/region)**
Regional analysis includes the description about a certain continent. In this report, you need to right down their unique culture, leading countries in the region, demographic characteristics, regional politics among countries, degree of regional integration, and market expansion opportunity in the region. Specifically, you can to explain that how a success in the specific country influence future successes in the region.

**Paper 2: Country analysis of (a certain country)**
Country analysis includes Economic factors, Demographic factors, Technological factors, Political factors, legal factors, cultural factors, Infrastructure. Basic description of the country’s strengths and weaknesses, their major industry, the industry’s role in the world economy, major competitors, location and transportation issues, labor issues, technology issues and trends and lifecycle.

**Paper 3: Company analysis of (a certain company and its main rival)**
Briefly explain the current status of the company and its rival. You can discuss the stock price, revenue, and their recent products. If you have no idea how to do the company analysis, try SWOT first. Using the newspaper articles, discuss their long-term and short-term problems.

**For each team, I provided questions to think about.** These questions would be especially helpful to prepare paper 3 and 4.

**Paper 4: Recommendation (your plan to beat the competitor)**
Recommendation includes corporate-strategy (long-term) and business-level strategy (short-term). To justify a corporate-level strategy, you need to explain why certain commitments are necessary. To suggest your business-level strategy, you can suggest low-cost strategy, or differentiation strategy, global-standardization strategy, or multi-country strategy, or glocal strategy. Explain why your recommendation makes sense using the culture, politics, demographics, technological factor, infrastructure you described in the paper 2.

**Part 5: Final paper**
In the final paper, revise paper 1, 2, 3, and 4. Add a one-page executive summary in the first page and discuss the detailed the risks and benefits of your recommendation. Reflects the comments I provided for paper 1, 2, 3, and 4.

**Note: Send your Power point file and final report to the instructor via e-mail on the due date. The due time is 12:30 p.m.**

**PRESENTATION**

Presentation is 45 minutes long, not including questions and answers. Presentations that are either too short or too long will be penalized. Public speaking is a mandatory part of this course and **ANYONE WHO DOES NOT PARTICIPATE IN GIVING THE PRESENTATION WILL RECEIVE A GRADE OF “F” FOR THE COURSE, NOT JUST FOR THE PRESENTATION.** Following the presentation there will be a question-and-answer session with questions being posed by members of the class. Presentation grades will be based on the **content of the presentation** (depth, thoroughness, and detail) and presentation skill and quality (how effectively the material was presented and delivered).
The grade for the project will be determined using the following criteria:

a. Group project (content & structure of written report and oral presentation)
b. Intra group **PEER EVALUATION** (this is critical)

- **SOURCES OF INFORMATION**
  Information for the project may be obtained from the Xavier Library, Public Library, the Greater Cincinnati Chamber of Commerce World Trade Division, and the U.S. Department of Commerce Regional Office.

World Wide Web sources:
1. [http://www.hoovers.com/features/industry/industries.html](http://www.hoovers.com/features/industry/industries.html)
5. [http://www.wto.org/Welcome.html](http://www.wto.org/Welcome.html)
6. [http://www.businessweek.com/](http://www.businessweek.com/)

**ACADEMIC MISCONDUCT**

All forms of cheating will result in an F for the course. In this class cheating includes plagiarism other students (previous or current)). Plagiarism also includes write-ups (partial or full) downloaded from the Internet. The academic policy of Xavier University will be enforced in this class.

**DISABILITIES**

Anyone who feels he/she may need an academic accommodation based on the impact of a disability (e.g.: sensory, learning, psychological, medical, mobility) should contact me to arrange an appointment to discuss your needs as soon as possible. I rely on the Disability Services Office for assistance in verifying your eligibility for academic accommodations related to your disability. If you have not previously contacted Disability Services, I encourage you to do so at 513-745-3280 on the Fifth Floor of the Conaton Learning Commons, Room 514 or e-mail Cassandra Jones at jonesc20@xavier.edu, to coordinate reasonable accommodations. If you have a documented disability or suspect that you might have a disability you, you need to notify to me at the beginning of the semester. To learn more about your rights, please
visit http://www2.ed.gov/about/offices/list/ocr/transition.html. To learn about Xavier University’s support and policy for disabled students, visit http://www.xavier.edu/lac/student-disability-services.cfm.

COMMUNICATION

Students are responsible for making sure that the e-mail account that they check regularly is listed on the Blackboard site for this course. Please check e-mail and/or the Blackboard site in the semester so you do not miss any additional readings, changes, or announcements.

GRADING SCALES

Calculation of final course grade from test / group presentations / class attendance points. I might grade on curve at my discretion, but will not automatically round your score.

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<th>Range</th>
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<tr>
<td>A</td>
<td>93.4 and above out of 100%</td>
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<tr>
<td>A-</td>
<td>90.0-93.3</td>
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<tr>
<td>B+</td>
<td>86.7-89.9</td>
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<td>B</td>
<td>83.4-86.6</td>
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<td>80.0-83.3</td>
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<td>60.0-63.3</td>
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<td>F</td>
<td>below 60</td>
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“By frequenting good company in every country, he himself becomes of every country: he is no longer an Englishman, a Frenchman, or an Italian; but he is an European; he adopts, respectively, the best manners of every country; and is a Frenchman at Paris, an Italian at Rome, an Englishman at London.”

Quote from Philip Dormer Stanhope (4th Earl of Chesterfield), Lord Chesterfield’s letters: 1746-1771