Dr. In Hyeock (Ian) Lee  
Office: 312-915-7656   E-mail: ilee1@luc.edu  
Maguire Office # 428  
820 N. Michigan Avenue, Chicago, IL  60611  
Office Hours: Monday, Wednesday & Friday, 9:00-11:00am and by appointment  
http://www.luc.edu/quinnlan/faculty/inhyeockianlee.shtml/

MGMT 315, Section 101  
INTERNATIONAL MANAGEMENT  
Spring Semester 2014, MWFs 11:30am – 12:20pm, CLC 322

Catalog Description

This course analyzes the problems of managing in an international marketplace by focusing on cultural differences, political/economic influences, global market factors, and other contingencies with which managers of multinational enterprises must contend.

Outcome: Students will be able to demonstrate an understanding of the major theoretical perspectives and frameworks underlying international management, as well as evaluate and develop international and cross-cultural skills through self-observation and reflection.

Prerequisites: Junior Standing, minimum grade of "C-" in MGMT 201.

Course Overview

This is a junior- or senior-level undergraduate course in international management strategy, with a focus on the foundations of global corporate success of large multinational enterprises (MNEs). Virtually every management decision being made today is influenced by international events, and naive thinking about international politics, economics, cultures, exchange rates and foreign competitors can have quick and adverse effects on a firm’s bottom line. The objective of this international management strategy course is to provide relevant theoretical and practical insights to advanced undergraduate students so that the real world of international business is better understood.
Course Objectives and Learning Outcomes

1. To provide a critical overview of the most influential international management strategy literature with a focus on both conceptual and practical, managerial insights. This overview should help advanced undergraduate students to obtain a better understanding of the complexity and the challenges associated with managing a large multinational network.
2. To prepare advanced undergraduate students for a professional career in an MNE by focusing primarily on the dynamic components of international management strategy and the change processes associated with such strategy.
3. To develop some practical skills, namely through preparing and making presentations, and writing a coherent academic research paper.

To achieve these goals, a number of teaching and learning techniques (e.g. lecture, case analysis and presentation, discussion, problem solving, video, etc.) will be used.

Required Materials

- Other class materials available on Sakai (handouts, PowerPoint slides, etc.)
**Course Requirements and Grading Criteria**

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<tr>
<th>Requirement</th>
<th>Points</th>
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<tr>
<td>In-class Test (2):</td>
<td>200 pts.</td>
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<tr>
<td>Final Exam (1):</td>
<td>150 pts</td>
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<tr>
<td>Group Case Presentation (2):</td>
<td>100 pts</td>
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<tr>
<td>Case Development Project (1):</td>
<td>150 pts</td>
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<tr>
<td>Participation:</td>
<td>150 pts</td>
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<tr>
<td><strong>Total Points:</strong></td>
<td>750 pts</td>
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**Test:** There will be three tests for this course this semester. These are all closed book and closed note tests. Since the final exam will be comprehensive, the knowledge of the previous materials will be necessary. They will be comprised of multiple choice questions, short answer questions, and/or case-analysis questions.

**Group Presentation of Cases:** There will be two presentations of cases per each group throughout this semester. Each group will be comprised of five students on their own without any change of members during the semester. **It is mandatory for all of the group members to work on assigned cases together and to participate in the presentation of the cases in classes.** More details will be discussed in our classes.

**Case Development Project:** There will be one group written assignment throughout this semester. This assignment will be comprised of proposing a research idea on one of the class topics and writing a coherent case development article on the proposed idea applied to an MNE with a length of 3,000 - 5,000 words. **Each group is required to present the finalized case article to the class.** Detailed information will be discussed in the classes.

**Participation:** All students are encouraged to attend classes and participate in the class discussion after each group’s presentation is made. In addition, each member of a group should submit three confidential peer evaluations (after the group presentations) to the instructor on the performance and contribution of his/her team members. **Peer evaluations will be used to assess each student’s participation in each group project.**

**Course Grading Scale**

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<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>100-93%</td>
</tr>
<tr>
<td>A-</td>
<td>92-90</td>
</tr>
<tr>
<td>B+</td>
<td>89-87</td>
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<tr>
<td>B</td>
<td>86-83</td>
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<tr>
<td>B-</td>
<td>82-80</td>
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<td>C+</td>
<td>79-77</td>
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<td>C</td>
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<td>C-</td>
<td>72-70</td>
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<tr>
<td>D+</td>
<td>69-67</td>
</tr>
<tr>
<td>D</td>
<td>66-60</td>
</tr>
<tr>
<td>F</td>
<td>59 and below</td>
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Quinlan School of Business Policies:

**Attendance**

Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of Quinlan students. Faculty may set participation policies unique to their courses and use class participation as a component of the final grade. If you must miss a class or leave early, **please notify me in advance**. The student is responsible for any assignments or requirements missed during an absence.

**Make-Up Examinations**

Loyola University academic policy provides that tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believe examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period. **Make-up examinations are discouraged**. Exceptions may be granted only by the faculty member or department chair, and only for unavoidable circumstances (illness verified by a signed physician’s note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observance). A make-up final examination may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

If a make-up examination must be given, it is the responsibility of the faculty member to prepare, schedule, and proctor the exam. The only regular exception is for a student athlete, who may use the testing services of the Athletics Department to complete a make-up examination. For a student with a documented special testing need, please consult University policy concerning use of the testing center in Sullivan Center at Lake Shore Campus.

**Academic Integrity**

All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood...Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of “F” for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved.

MGMT 315 Weekly Course Outline

This course outline is subject to change by the instructor. It is likely that there are some subjects we will explore in more depth.

**Week 1**

Handouts

Jan. 13: Introduction
Jan. 15: Who & When – The MNEs and Internationalization
Jan. 17: Organization of the class

**Week 2**

Handouts

Jan. 20: Martin Luther King Jr. Day – No Class
Jan. 24: Why – Performance of MNEs

**Week 3**

Verbeke, Chapter 1 & 2

Jan. 27: With What – Firm-Specific Advantages (FSAs) I
Jan. 29: With What – Firm-Specific Advantages (FSAs) II
Jan. 31: Case 2.1 3M / Case 2.2 IKEA

**Week 4**

Verbeke, Chapter 1 & 3

Feb. 3: With What – Home Country-Specific Advantages (Home CSAs) I
Feb. 5: With What – Home Country-Specific Advantages (Home CSAs) II
Feb. 7: Case 3.1 Silicon Valley vs. Boston’s Route 128 / Case 3.2 Shiseido

**Week 5**

Handouts & Verbeke, Chapter 1 & 3

Feb. 10: Corporate Strategy and National Competitiveness I
Feb. 12: Corporate Strategy and National Competitiveness II
Feb. 14: Review for In-class Test 1

**Week 6**

Verbeke, Chapter 1 & 4

Feb. 17: IN-CLASS TEST 1 (CHAPTER 1, 2 & 3, Handouts)
Feb. 19: With What – Host Country-Specific Advantages (Host CSAs) I
Feb. 21: With What – Host Country-Specific Advantages (Host CSAs) II

**Week 7**

Verbeke, Chapter 1, 4 & 5

Feb. 24: Case 4.1 Starbucks / Case 4.2 Wal-Mart
Feb. 26: With What – The FSAs-CSAs Framework I
Feb. 28: With What – The FSAs-CSAs Framework II

**Week 8**

Mar. 3: Spring Break - No Class
Mar. 5: Spring Break - No Class
Mar. 7: Spring Break - No Class
Week 9
Mar. 10: Case 1.1 Honda / Case 1.2 Four Seasons Hotels  
Mar. 12: Innovation & Production Strategy (Case Development Proposal Due Before Class)  
Mar. 14: Case 5.1 Nestlé / Case 6.1 Siemens

Week 10
Mar. 17: Organizing Strategy  
Mar. 19: The Economic Integration-National Responsiveness Matrix  
Mar. 21: Review for In-class Test 2

Week 11
Mar. 24: IN-CLASS TEST 2 (CHAPTER 1, 4, 5, 6 & 7, Handouts)  
Mar. 26: Case 6.2 Sony / Case 7.1 Flextronics  
Mar. 28: How – Entry Mode Dynamics 1, 2 & 3  
* 7:30am-6:30pm on Saturday, March 29: IB Workshop on Silk Road

Week 12
Mar. 31: Case 11.1 Dell / Case 12.1 Danone  
Apr. 2: Case 13.1 CEMEX / Case 14.1 AIG  
Apr. 4: Emerging Economies I

Week 13
Apr. 7: Case 15A.2 Nike / Case 15B.1 Shell  
Apr. 9: Emerging Economies II  
Apr. 11: Case Development Project Day

Week 14
Apr. 14: Case Development Project Presentation I  
Apr. 16: Case Development Project Presentation II  
Apr. 18: Easter Break - No Class

Week 15
Apr. 21: Easter Break - No Class  
Apr. 23: Case Development Project Presentation III  
Apr. 25: Review for Final Exam

FINAL (ALL CHAPTERS & HANDOUTS COVERED IN THE CLASSES)  
⇒ 1:00pm - 3:00pm, Monday, April 28.

* The finalized case development article is due before 12:00pm on Monday, April 28th.

Please note: This class may occasionally deviate from the course outline above. The instructor reserves the right to make changes as needed to the course syllabus.