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http://www.luc.edu/quinlan/faculty/inhyeockianlee.shtm

MGMT 315, Section 101
INTERNATIONAL MANAGEMENT
Fall Semester 2014, Tuesdays & Thursdays 2:30pm – 3:45pm, CLC 306

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**

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Points</th>
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<tbody>
<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 (3):</td>
<td>150 pts</td>
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<tr>
<td>Group Research Paper Project (1):</td>
<td>100 pts</td>
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<tr>
<td>Participation:</td>
<td>160 pts</td>
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<tr>
<td><strong>Total Points:</strong></td>
<td>760 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 three presentations of cases per each group throughout this semester. Each group will be comprised of three or four 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.

**Group Research Paper 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 academic research paper 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 research paper 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 four 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**

- A: 100-93%
- A-: 92-90
- B+: 89-87
- B: 86-83
- B-: 82-80
- C+: 79-77
- C: 76-73
- C-: 72-70
- D+: 69-67
- D: 66-60
- F: 59 and below
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.

For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website:
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
Aug. 26: Introduction / Organization of the class
Aug. 28: Who & When – The MNEs and Internationalization

Week 2 Handouts
Sept. 2: Where – Regional vs. Global Strategy
Sept. 4: Why – Performance of MNEs

Week 3 Verbeke, Chapter 1 & 2
Sept. 9: With What I – Firm-Specific Advantages (FSAs)
Sept. 11: Case 2.1 3M / Case 2.2 IKEA

Week 4 Verbeke, Chapter 1 & 3
Sept. 16: With What II – Home Country-Specific Advantages (Home CSAs)
Sept. 18: Case 3.1 Silicon Valley vs. Boston’s Route 128 / Case 3.2 Shiseido

Week 5 Handouts & Verbeke, Chapter 1 & 3
Sept. 23: Corporate Strategy and National Competitiveness
Sept. 25: IN-CLASS TEST 1 (CHAPTER 1, 2 & 3, Handouts)

Week 6 Verbeke, Chapter 1 & 4
Sept. 30: With What III – Host Country-Specific Advantages (Host CSAs)
Oct. 2: Case 4.1 Starbucks / Case 4.2 Wal-Mart

Week 7 Verbeke, Chapter 1 & 5
Oct. 7: Mid-Semester Break - No Class
Oct. 9: With What IV – The FSAs-CSAs Framework

Week 8 Verbeke, Chapter 1, 6 & 7
Oct. 14: Case 1.1 Honda / Case 1.2 Four Seasons Hotels
Oct. 16: Innovation & Production Strategy (Research Paper Proposal Due Before Class)
**Week 9**
Oct. 21: Case 5.1 Nestlé / Case 6.1 Siemens
Oct. 23: Organizing Strategy

**Week 10**
Oct. 28: IN-CLASS TEST 2 (CHAPTER 1, 4, 5, 6 & 7, Handouts)
Oct. 30: Case 6.2 Sony / Case 7.1 Flextronics

**Week 11**
Nov. 4: How – Entry Mode Dynamics 1, 2 & 3
Nov. 6: Case 11.1 Dell / Case 12.1 Danone

**Week 12**
Nov. 11: Emerging Economies
Nov. 13: Case 13.1 CEMEX / Case 14.1 AIG

**Week 13**
Nov. 18: Case 15A.2 Nike / Case 15B.1 Shell
Nov. 20: Review for Final Exam

**Week 14**
Nov. 25: Research Paper Project Day
Nov. 27: Thanksgiving Break - No Class

**Week 15**
Dec. 2: Research Paper Presentation I
Dec. 4: Research Paper Presentation II

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**FINAL (ALL CHAPTERS & HANDOUTS COVERED IN THE CLASSES)**
⇒ 9:00am - 11:00am, Thursday, December 11.

* The final research paper is due before the end of class on Thursday, December 4th.

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**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.