Course 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.

The course consists of twenty six formal sessions held over a period of fifteen weeks (block course format) as shown in the general course outline, coupled with the possibility to interact with the instructor on the group case presentations. During the formal sessions there will be a mix of presentations by the instructor (this should cover approximately 65% of the time in class) and group presentations by the participants. Each group of participants will be required to make 3 presentations (in case of 6 groups of 4 participants, i.e., a class of 24) of approximately 25 minutes. Each group will present three cases. When a case is presented, the group presenting is encouraged to provide an “update” if possible (“where is the firm now?”), but only if relevant new information is easily accessible through a web-based search. Each case presentation will be followed by a class discussion. There will also be discussions following a few short videos/DVDs on the course topics.
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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</thead>
<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>Participation:</td>
<td>150 pts.</td>
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<tr>
<td><strong>Total Points:</strong></td>
<td>650 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 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.

**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 three group activities) 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

Attendance:
Class attendance is mandatory and essential to the value of the learning experience. Students are expected to attend all class sessions in order to pass the course. Missing more than 20% of scheduled classes severely jeopardizes the student’s ability to pass the course.

In the event unavoidable emergencies or conflicts prevent you from attending class, you must notify the instructor and program director by e-mail prior to missing the class, and request options for covering missed material. Excused absences may be granted by the instructor only for unavoidable circumstances (e.g., illness verified by a signed physician’s note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observance). Most of the subjects in a course are sequential. Therefore, it is important to understand the material covered in the missed class before the next class.

Make-Up Examinations/Assignments:
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. Limited assistance in proctoring make-up exams may be available through a designated Quinlan administrative assistant. 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:

Additional Attention:
To minimize distractions, laptops, tablets, smart phones must be closed during class except for in-class writing. In addition, all cell phones must be placed on vibrate during class. No texting during class.

Weekly Course Outline:

**Week 1**
Aug. 28: Introduction / Organization of the class
Aug. 30: Who & When – The MNEs and Internationalization

**Week 2**
Sept. 4: Where – Regional vs. Global Strategy
Sept. 6: Why – Performance of MNEs

**Week 3**
Sept. 11: With What I – Firm-Specific Advantages (FSAs)
Sept. 13: Case 2.1 3M / Case 2.2 IKEA

**Week 4**
Sept. 18: With What II – Home Country-Specific Advantages (Home CSAs)
Sept. 20: Case 3.1 Silicon Valley vs. Boston’s Route 128 / Case 3.2 Shiseido

**Week 5**
Sept. 25: Corporate Strategy and National Competitiveness
Sept. 27: Review for In-class Test 1

**Week 6**
Oct. 2: IN-CLASS TEST 1 (CHAPTER 1, 2 & 3, Handouts)
Oct. 4: With What III – Host Country-Specific Advantages (Host CSAs)

**Week 7**
Oct. 9: Mid-Semester Break - No Class
Oct. 11: Case 4.1 Starbucks / Case 4.2 Wal-Mart

**Week 8**
Oct. 16: With What IV – The FSAs-CSAs Framework
Oct. 18: Case 1.1 Honda / Case 1.2 Four Seasons Hotels

**Week 9**
Oct. 23: Innovation & Production Strategy
Oct. 25: Case 5.1 Nestlé / Case 6.1 Siemens
**Week 10**
Oct. 30: Organizing Strategy
Nov. 1: Review for In-class Test 2

**Week 11**
Nov. 6: IN-CLASS TEST 2 (CHAPTER 1, 4, 5, 6 & 7, Handouts)
Nov. 8: Case 6.2 Sony / Case 7.1 Flextronics

**Week 12**
Nov. 13: How – Entry Mode Dynamics 1, 2 & 3
Nov. 15: Emerging Economies

**Week 13**
Nov. 20: Group Project Day
Nov. 22: Thanksgiving Break - No Class

**Week 14**
Nov. 27: Case 11.1 Dell / Case 12.1 Danone
Nov. 29: Case 13.1 CEMEX / Case 14.1 AIG

**Week 15**
Dec. 4: Case 16A.2 Nike / Case 16B.1 Shell
Dec. 6: Review for Final Exam

**FINAL (ALL CHAPTERS & HANDOUTS COVERED IN THE CLASSES)**

➔ 4:15pm - 6:15pm, Saturday, December 15.