MGMT 315, Section 10W — INTERNATIONAL MANAGEMENT
Fall Semester 2018, Tuesdays & Thursdays 11:30am – 12:45pm, SOC 010

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Office Phone: 312-915-7656
Office Hours: Tuesday & Thursday, 9:00-11:00am and by appointment

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 research paper project. 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 2 presentations (in case of 7 groups of 3 participants, i.e., a class of 21) of approximately 20 minutes. Each group will present two 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>Test (2)</td>
<td>200 pts</td>
</tr>
<tr>
<td>Group Case Presentation (2)</td>
<td>100 pts</td>
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<tr>
<td>Weekly MNE Report (10)</td>
<td>100 pts</td>
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<tr>
<td>Research Paper Project (1)</td>
<td>100 pts</td>
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<tr>
<td>Participation</td>
<td>100 pts</td>
</tr>
<tr>
<td><strong>Total Points</strong></td>
<td>600 pts</td>
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</tbody>
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**Test:** There will be two tests for this course this semester. These are all closed book and closed note tests. Although the second exam will not be cumulative, the knowledge of the previous materials for the first exam will be necessary. They will be comprised of multiple choice questions, short answer questions, short essay questions, and/or case-analysis questions.

**Group Case Presentation:** There will be two presentations of cases per each group throughout this semester. Each group will be comprised of three 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. 25 points will be evaluated based on a group’s work, and the rest 25 points will be evaluated based on an individual’s performance during each presentation. More details will be discussed in our classes.

**Weekly MNE Report:** There will be ten individual weekly written assignments throughout this semester. They will be comprised of writing international strategy analyses on an MNE of your choice by applying weekly class topics to the chosen MNE with a length of about 500 words. 5 points will be assigned on a
preliminary draft, and the rest 5 points will be evaluated based on its final report. Detailed information will be discussed during the first week of the classes.

**Research Paper Project:** There will be one individual term paper assignment throughout this semester. This assignment is to build on the weekly MNE reports, and will be comprised of proposing an in-depth research idea on one of the class topics and writing a coherent academic research paper on the proposed idea applied to the MNE chosen for your weekly MNE reports with a length of 3,000 - 5,000 words. Each student is required to present the finalized research paper to the class. As such, 10 points, 30 points, and 60 points will be assigned on the proposal, presentation, and final paper of this project, respectively, step by step. 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 and/or student’s presentation is made. In addition, each member of a group should submit two confidential peer evaluations (after the group case 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.

There are no extra credit opportunities planned at this time. If extra credit options become available, they will be announced in our classes.

**Course Grading Scale:**

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<thead>
<tr>
<th>Grade</th>
<th>Range</th>
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<tbody>
<tr>
<td>A</td>
<td>100-93%</td>
</tr>
<tr>
<td>A-</td>
<td>92-90</td>
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<tr>
<td>B+</td>
<td>89-87</td>
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<tr>
<td>B</td>
<td>86-83</td>
</tr>
<tr>
<td>B-</td>
<td>82-80</td>
</tr>
<tr>
<td>C+</td>
<td>79-77</td>
</tr>
<tr>
<td>C</td>
<td>76-73</td>
</tr>
<tr>
<td>C-</td>
<td>72-70</td>
</tr>
<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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**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: http://www.luc.edu/media/lucedu/quinlanschoolofbusiness/pdfs/Honor-Code-Quinlan-July2012.pdf

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

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

**Week 3**
Verbeke, Chapter 1 & 2
Sept. 11: With What I – Firm-Specific Advantages (FSAs)
Sept. 13: Case 2.1 3M / Case 2.2 IKEA / Case 1.1 Honda

**Week 4**
Handouts & Verbeke, Chapter 1 & 3
Sept. 18: With What II – Home Country-Specific Advantages (Home CSAs)
Sept. 20: Corporate Strategy and National Competitiveness
**Week 5**
Verbeke, Chapter 1, 3 & 4
Sept. 25: Case 3.2 Shiseido / Case 4.1 Starbucks / Case 4.2 Wal-Mart
Sept. 27: Review & Revision Session for In-class Writing

**Week 6**
Oct. 2: Group Writing Workshop I
Oct. 4: IN-CLASS TEST 1 (CHAPTER 1, 2, 3, & 4, Handouts)

**Week 7**
Verbeke, Chapter 1 & 4
Oct. 9: Mid-Semester Break - No Class
Oct. 11: With What III – Host Country-Specific Advantages (Host CSAs)

**Week 8**
Verbeke, Chapter 5, 6 & 7
Oct. 16: With What IV – The FSAs-CSAs Framework
Oct. 18: Innovation & Production Strategy (Research Paper Proposal Due Before Class)

**Week 9**
Handouts & Verbeke, Chapter 5 & 6
Oct. 23: Case 5.1 Nestlé / Case 6.1 Siemens / Case 6.2 Sony
Oct. 25: Organizing Strategy

**Week 10**
Verbeke, Chapter 11, 12 & 13
Oct. 30: How – Entry Mode Dynamics 1, 2 & 3
Nov. 1: Case 7.1 Flextronics / Case 11.1 Dell / Case 12.1 Danone

**Week 11**
Nov. 6: Group Writing Workshop II
Nov. 8: IN-CLASS TEST 2 (CHAPTER 1, 5, 6, 7, 11, 12 & 13, Handouts)

**Week 12**
Handouts & Verbeke, Chapter 13 & 14
Nov. 13: Emerging Economies
Nov. 15: Case 13.1 CEMEX / Case 14.1 AIG

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

**Week 14**
Nov. 27: Research Paper Presentation I
Nov. 29: Research Paper Presentation II

**Week 15**
Dec. 4: Research Paper Presentation III
Dec. 6: Research Paper Presentation IV / Wrap-up

**FINAL** ➞ 9:00am – 11:00am, Tuesday, December 11.

* The final research paper is due before the end of this time window.