



**QUINLAN**  
SCHOOL of BUSINESS

Schreiber Center • 16 E. Pearson St.  
Water Tower Campus • Chicago, IL 60611  
LUC.edu/Quinlan

**MGMT 315, Section 101 – INTERNATIONAL MANAGEMENT**  
**Spring Semester 2018, Mondays, Wednesdays & Fridays 1:40pm – 2:30pm, Schreiber 525**

**Instructor:** Dr. In Hyeock (Ian) Lee

**Email:** [ilee1@luc.edu](mailto:ilee1@luc.edu)

**Office:** Schreiber Center 827

**Office Phone:** 312-915-7656

**Office Hours:** Mondays, Wednesdays & Fridays, 3:00-5:00pm 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 thirty eight 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 case development 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 9 groups of 4 participants, i.e., a class of 36) 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:**

Alain Verbeke, *International Business Strategy*, 2<sup>nd</sup> edition (2013), Cambridge University Press (ISBN: 978-1-107-68309-9).

- Other class materials available on Sakai (handouts, PowerPoint slides, etc.)

**Course Requirements and Grading Criteria:**

In-class Test (2):	200 pts.
Final Exam (1):	150 pts
Group Case Presentation (2):	100 pts.
Case Development Project (1):	100 pts.
Participation:	150 pts.
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Total Points:	700 pts.

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 two to 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. 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 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:

<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**

#### **Course Syllabus & Handouts**

Jan. 17: Introduction

Jan. 19: Organization of the class

#### **Week 2**

#### **Handouts**

Jan. 22: Who & When – The MNEs and Internationalization

Jan. 24: Where – Regional vs. Global Strategy

Jan. 26: Why – Performance of MNEs

#### **Week 3**

#### **Verbeke, Chapter 1 & 2**

Jan. 29: With What – Firm-Specific Advantages (FSAs) I

Jan. 31: With What – Firm-Specific Advantages (FSAs) II

Feb. 2: **Case 2.1 3M / Case 2.2 IKEA**

#### **Week 4**

#### **Verbeke, Chapter 1 & 3**

Feb. 5: With What – Home Country-Specific Advantages (Home CSAs) I

Feb. 7: With What – Home Country-Specific Advantages (Home CSAs) II

Feb. 9: **Case 3.1 Silicon Valley vs. Boston’s Route 128 / Case 3.2 Shiseido**

#### **Week 5**

#### **Handouts & Verbeke, Chapter 1 & 3**

Feb. 12: Corporate Strategy and National Competitiveness I

Feb. 14: Corporate Strategy and National Competitiveness II

Feb. 16: Review for In-class Test 1

#### **Week 6**

#### **Verbeke, Chapter 1 & 4**

Feb. 19: **IN-CLASS TEST 1 (CHAPTER 1, 2 & 3, Handouts)**

Feb. 21: With What – Host Country-Specific Advantages (Host CSAs) I

Feb. 23: With What – Host Country-Specific Advantages (Host CSAs) II

#### **Week 7**

#### **Verbeke, Chapter 1, 4 & 5**

Feb. 26: **Case 4.1 Starbucks / Case 4.2 Wal-Mart**

Feb. 28: With What – The FSAs-CSAs Framework I

Mar. 2: With What – The FSAs-CSAs Framework II

### Week 8

Mar. 5: **Spring Break - No Class**

Mar. 7: **Spring Break - No Class**

Mar. 9: **Spring Break - No Class**

### Week 9

Verbeke, Chapter 1, 5, 6 & 7

Mar. 12: **Case 1.1 Honda / Case 1.2 Four Seasons Hotels**

Mar. 14: Innovation & Production Strategy

Mar. 16: **Case 5.1 Nestlé / Case 6.1 Siemens**

### Week 10

Handouts

Mar. 19: Organizing Strategy

Mar. 21: The Economic Integration-National Responsiveness Matrix

Mar. 23: Review for In-class Test 2

### Week 11

Verbeke, Chapter 6 & 7

Mar. 26: **IN-CLASS TEST 2 (CHAPTER 1, 4, 5, 6 & 7, Handouts)**

Mar. 28: **Case 6.2 Sony / Case 7.1 Flextronics**

Mar. 30: **Easter Break - No Class**

### Week 12

Verbeke, Chapter 11, 12 & 13

Apr. 2: **Easter Break - No Class**

Apr. 4: How – Entry Mode Dynamics 1, 2 & 3

Apr. 6: **Case 11.1 Dell / Case 12.1 Danone**

### Week 13

Handouts & Verbeke, Chapter 13, 14 & 15

Apr. 9: Emerging Economies I

Apr. 11: Emerging Economies II

Apr. 13: **Case 13.1 CEMEX / Case 14.1 AIG**

### Week 14

Handouts & Verbeke, Chapter 16A & 16B

Apr. 16: **Case 16A.2 Nike / Case 16B.1 Shell**

Apr. 18: **Case Development Project Day**

Apr. 20: **Case Development Project Presentation I**

### Week 15

Apr. 23: **Case Development Project Presentation II**

Apr. 25: **Case Development Project Presentation III**

Apr. 27: Review for Final Exam

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

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

➔ 1:00pm - 3:00pm, Thursday, May 3.

\* The finalized case development article is due before the class on Friday, April 27th.