International Business and Business  
COURSE NUMBER: 22:553:621  
COURSE TITLE: Global Management Strategy

Note: This Syllabus is subject to change.

COURSE DESCRIPTION

This is a highly participative course based primarily on analysis of case studies. It is intended to address the creation of competitive advantage in the multinational enterprise, and the complexities of managing a multinational firm. In addition it examines the nature of global industries and global competition to assist managers in understanding how to create and implement a successful global strategy.

COURSE MATERIALS

2. Additional materials as provided in class or via the course Blackboard site.

EVALUATION/GRADING

1. Assigned Case Analysis (Group) 25%
2. MNE Presentation and Formal Project Report (Group) 40%
3. International Current Events Review Paper (Individual) 15%
4. Class Participation (Individual) 20%

N.B. In all hard-copy submissions and presentation slides (Items 1, 2, & 3 above), the use of correct English – grammar, word usage, punctuation, spelling, etc. – will be taken account of.
1. Chapter-end Case Analysis (25% of Final Grade):

Working in 3- or 4-person teams, during class each team will be expected to provide a formal and insightful presentation (45 minutes maximum + Q & A/Discussion) of an assigned business case from the Course Pack to the class in order to lead the class discussion. These presentations should include: a.) A brief summary of the case; b.) A list of key issues; c.) Answers to assigned questions; d.) An update on the MNE involved since the case was written; and e.) Answers to class questions and discussion.

Every team member is expected to participate in the preparation of the case review, and in its presentation, and in ensuing discussions – as are all class members.

Please present a hard copy of your slides to the Instructor before your presentation.

2. MNE Strategy and Analysis and Formal Project Report (40 % of Final Grade)

Working in 3- or 4-person teams, you are to select a multinational enterprise (MNE), overview its global operations, organization, business strategy, etc., and develop a new strategy to improve the performance of the MNE in the specific country or division or product line identified as the worst performer (relative to the market opportunity) in the organization. Each team will select a different MNE to study; no two teams will be permitted to choose the same MNE. In addition to the presentation in class, with Q & A and Discussion, you are to submit a formal written report detailing the strategy outlined in your Market Strategy presentation.

More details will be discussed in class, including format and expectations. This report will be due one week after your presentation.

N.B. As a matter of advice, the team should do at least a cursory check well ahead of the presentation date to ascertain that the data needed for the case is available and publicly accessible.

3. Current International Events Review Paper (15% of Final Grade)

Each student is to select an article from The Economist that addresses an international issue that is related to subject matter in the course, and submit a short (2 -3 pages) paper. The paper should include, and identify within the paper, the following: a.) A Summary of the issue or event discussed in the article, along with any relevant background; b.) A Review of how the topic of the article relates to the course; and c.) Personal analysis. You must also identify the source of the article (website or publication & date), and attach a copy of the article itself. Be sure to
avoid articles the newspaper calls “Leaders” – these are usually on the topics mentioned on the cover of the issue, and are often laden with Editorial-type opinion – but these “Leaders” usually contain a reference to an article discussing related facts or events, and that article may be used. These papers may be submitted at any time on or before the March 7, 2013. If a paper is particularly interesting and/or noteworthy, and time permits, its author may be called upon to present it to the class and respond to questions or lead discussion of that topic.

4. Class Participation (20% of Final Grade)

Class attendance is absolutely essential for this course. Class participation grades will reflect attendance. Regarding participation, all students should be prepared to discuss each assigned case in order to contribute to the class discussions. Participation should be frequent, thoughtful, consistent, and constructive in order to receive the full credit available.

ACADEMIC INTEGRITY

All students are expected to know, understand and live up to the standards of academic integrity explained at http://academicintegrity.rutgers.edu/integrity.shtml. Please do not hesitate to contact me or your Academic Integrity Facilitator if you have any further questions about this.

GRADES

A    = 92+
A-   = 89 – 91
B+   = 86 – 88
B    = 83 – 85
B-   = 80 – 82