

# E/M 351: International Management

Fall 2011

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## Books:

Custom Text & Custom Case Book  
*Confessions of an Economic Hitman*, Perkins

## 1.1. COURSE OBJECTIVES & INFORMATION

In a rapidly evolving field of international management, it is imperative to learn how to ethically, successfully and strategically maneuver within new organizational paradigms. This course will explore strategic managerial issues (e.g., international business strategy and social responsibility; management of production and technology across borders), as well as organizational behavior and HR issues (e.g., motivating and leading employees in an international context; conflict and negotiation across cultures; performance appraisal and compensation across cultures).

International management deals with decisions that fundamentally influence the direction of the organization and effective implementation of the direction chosen. This course therefore addresses strategic positioning, resources and capabilities, and design of the organization to create, capture and sustain competitive advantage in an international context.

In E/M-351 International Management, you will develop your skills at:

- Developing your general management skills that integrate international considerations;
- Understanding how firms gain and sustain competitive advantage in a global context;
- Analyzing strategic business situations and formulating strategy;
- Implementing strategy and organizing the firm for strategic success; and
- Developing an understanding of national and cultural similarities and differences as they relate to organizational behavior and human resource management

## 1.2. COURSE REQUIREMENTS

Quizzes (Best 6 of 7)	15%
Team Integration Presentations (3)	30%
Individual Cases (Video case & Outside Reading)	10%
Global Insight Paper & Presentation	15%
Midterm Exam	15%
Final Exam	15%

## 1.3. COURSE REQUIREMENT DETAILS

### *1.3.1. Class Contribution*

Although class contribution is not graded, active contribution in the class is an essential part of the learning experience. You are expected to contribute both to the case discussions and to discussion during the lecture sessions. Most of the learning in the course will occur through discussion. Thus, everyone should strive to be an active participant. Meaningful contribution requires having carefully read and thought about the day's material, but that is not sufficient. You also need to speak and while key insights are appreciated, you can also contribute by asking questions, politely disagreeing with comments, or following up on another student's comments with further insights or evidence.

It is expected that you have read everything assigned. It is especially valuable and appreciated when you come to class with questions about the readings. **You will get more out of class when you bring these materials with you as I will be referring to specific pages and exhibits during the discussion.**

### *1.3.2. Quizzes*

Quizzes are designed to test your individual understanding of concepts from readings assigned since the last quiz. Your ability to apply the concepts to analyze a company situation is contingent upon having basic knowledge that you get from reading the material in the text. You will take seven quizzes to test your understanding. The questions will be multiple choice format. The quizzes are noted on the daily class schedule. Your top 6 quiz scores will be counted.

### *1.3.3. Team Integration Presentations*

Student teams will analyze 3 cases comprehensively using materials covered to date. All teams will analyze and prepare a presentation and brief indicating their identification of strategic issues, analysis and recommendations.

### *1.3.4. Individual Cases*

Individual cases will account for **10%** of your overall grade and will consist of a video-case on outsourcing and a critical analysis of our outside reading. Late assignments will be accepted but students will incur the loss of one letter grade for each day that the assignment is overdue.

These are individual assignments, but you are encouraged to discuss the cases with your team-mates.

### *1.3.5. Midterm and Final Exam*

There will be a midterm and a final exam. These exams will test your ability to apply the concepts and tools to a company situation. More details will be distributed closer to the date of the exams.

### ***1.3.6. Global Insight: Circumpolar Year***

The Gustavus Global Insight program, now in its fourth year of existence, will focus on the Circumpolar Region of Alaska, Northern Canada, Russia, Finland, Greenland, Iceland, Norway, and Sweden throughout the 2011-12 academic year. This campus-wide initiative is designed to increase cultural and international awareness. In the spirit of the liberal arts tradition, this interdisciplinary program will include class time and course offerings dedicated to the featured region, special presentations, lectures and panel discussions by members of the Gustavus community and invited guests, fine arts events, and service-learning opportunities. Topics addressed will range from issues of sustainability and climate change, indigenous peoples, education, business and trade, food and literature, languages, film and the visual arts.

This class has been chosen to focus on business and trade in each of the 8 regions through group projects and presentations. Students will be randomly assigned to groups and will work on projects culminating in presentations during the last week of classes.

In short, each group will submit an oral and typewritten report involving the business culture prevalent in their assigned region as it relates to topics addressed in the course. The following information is expected to be included in your report:

- i. General Facts; e.g., location (including, provinces or bodies of water it borders on north, south, east and west.), size (area), elevation, capital, population (make sure it's current; quote year), year and date of the birth of the country/region,
- ii. Topography (the lay of the land), e.g., land regions, major geographical highlights, important rivers, important lakes and oceans, mountain regions
- iii. Climate; e.g., average yearly precipitation, seasonal temperatures, regional temperatures
- iv. Natural Resources; minerals, plant life, animal life, other (resources important to your particular region)
- v. Analysis of Manufacturing/Leading Industries, e.g., major good and/or services produced, important exports, major imports, major companies within the region
- vi. Analysis of Agriculture; e.g., major crops raised, important exports, major imports
- vii. History; e.g., important dates and events (outline format) such as exploration and settlement, establishment of independence/sovereignty, etc.
- viii. Government; e.g., type of government (i.e. democracy, monarchy, dictatorship), head of government, organization, rights and responsibilities
- ix. Transportation/Communication; e.g., railroads, airports, rivers, waterways, radio, television, telecommunications
- x. Culture; e.g., language, holidays, currency, educational system, sports, favorite pastimes, religion/belief system
- xi. Business Environment; e.g., employment rates, educational level of workforce, economic stability, currency, financial growth rates, relationship to trade organizations, trade blocks and alliances such as World Trade Organization (WTO), European Union (EU), North American Free Trade Agreement (NAFTA), Organization of Petroleum Exporting Countries (OPEC), etc.
- xii. A detailed analysis of the pros and cons of doing business in this country/region
- xiii. A comprehensive review of management considerations critical to doing business in this country/region; e.g., HRM, strategically, organizational development, business development, etc. It is expected that you draw upon knowledge from previous course work and concepts covered in class
- xiv. Make a decision on what type of investments you (as a group) would want to do in this country/region
- xv. Generate a detailed implementation plan for your investment decision

The report is expected to be an analytical report, and NOT a summary of facts. It may not exceed 30 pages in length, but there is no minimum number of pages required, although it would be difficult to complete the assignment in satisfactory manners in less than 20 pages.

### ***1.3.7. Team Peer Evaluation***

To avoid “free rider” problems, peer evaluations will be administered for each of the Team Integration Presentations. This will also be used to identify problems early in order to address them throughout the semester. A completed hardcopy Peer Evaluation that rates your team peers is required from every team member. The individual grade you receive on team projects will be adjusted based on peer evaluation. Failure to complete a peer evaluation on time will result in a 10% reduction of the student’s grade every 24 hours after the deadline. The peer evaluation forms will be emailed to you prior to the first case. A hardcopy of the peer evaluation is due at the beginning of class according to the class schedule.

## **1.4 - FINAL SUGGESTIONS AND COMMENT**

This course outline is a detailed description of the topics and responsibilities of the professor and students. If you have any additional questions or issues concerning the course, please feel free to bring these up at any time during the academic term. I shall endeavor to the best of my ability to treat you fairly and respect your insights and comments in a responsible and courteous manner. Some final summary recommendations are:

1. Before each class, read and review the relevant chapters, cases, etc so you have an idea of the lecture or class structure and content.
2. Please use 1) my regular office hours; 2) call me at my office 7406; or 3) email [braekkan@gustavus.edu](mailto:braekkan@gustavus.edu) whenever you have a problem or need help with a topic or assignment. Office hours have been structured to provide additional help outside class, and I trust that you will feel comfortable in utilizing this time reserved for you. If office hours are not convenient, please see me about setting up an appointment at a mutually agreeable time for additional help.
3. During the lectures, I shall attempt to detect when confusion exists or material has not been presented well, but please **stop** me as soon as you have any problems. I am confident that you are not alone in the possibility of failing to comprehend a topic, and I encourage you to help me realize when clarity in the lecture is lacking.

## Tentative Class Schedule

Week	Day	Activity & TOPIC	Casebook Readings unless noted as handout	Text Readings	Outside Readings
Sept 5	T	INTRODUCTION	Handout: Syllabus		
	W, F	INTRO TO CASE ANALYSIS I: OVERVIEW	Apple, Inc		Perkins: Preface & Prologue
Sept 12	M, T	INTRO TO CASE ANALYSIS II: APPLICATION	Apple, Inc		
	W, F	GLOBALIZATION Friday: Quiz 1 Friday: Groups Assigned for Global Insight		Chapter 1	Perkins: 1-5
Sept 19	M, T, W	THE GENERAL ENVIRONMENT Wednesday: Quiz 2		Chapter 2	Perkins: 6-16
	F	Book discussion/Global Insight Friday: Global Insight Research Progress Report Due			
Sept 26	M, T	STRATEGY FORMULATION		Chapter 8	
	W	STRATEGY FORMULATION: APPLICATION	Adidas in 2009		Perkins: 17-21
	F	& ENTRY STRATEGIES & ORGANIZATIONAL STRUCTURE			
Oct 3	M, F	ENTRY STRATEGIES & ORGANIZATIONAL STRUCTURE Friday: Quiz 3 Friday: Global Insight Rough Draft 1 Due	Honda	Chapter 9	Perkins: 22-25
Oct 10	M, T, W, F	TEAM INTEGRATION CASE 1 (Due: Wednesday at 9am)	United Cereal		
Oct 17	M	Video Case: Outsourcing			
	T	Review Day			
	W	Midterm Part 1: Content			
	F	Midterm Part 2: Case Analysis	Haier		
Oct 24	M, T	MANAGING RISK & ALLIANCES Wednesday: Individual Case 1 Due (Outsourcing video)		Chapter 10	Perkins: 26-35

Week	Day	Activity & TOPIC	Casebook Readings unless noted as handout	Text Readings	Outside Readings
	W, F	Book discussion/Global Insight Friday: Global Insight Rough Draft 2 Due			
Oct 31	M, T, W, F	MANAGEMENT DECISION & CONTROL Friday: Quiz 4		Chapter 11	
Nov 7	M, T, W, F	TEAM INTEGRATION CASE 2 (Due: Wednesday at 9am)	Philips vs Matsushita		
Nov 14	M, T, W, F	THE HUMAN ELEMENT: MOTIVATION, LEADERSHIP, & CULTURE Friday: Quiz 5		Chapter 12 Chapter 13	
Nov 21	M, T	THE HUMAN ELEMENT: HUMAN RESOURCE MANAGEMENT Tuesday: Quiz 6 Tuesday: Global Insight Written Report Due		Chapter 14	
Nov 28	M, T, W, F	THE HUMAN ELEMENT: APPLICATION  Group Meetings on Global Insight  <i>Economic Hit Man Discussion</i> Friday: Quiz 7	Royal Dutch Shell		
Dec 5	M, T, W	TEAM INTEGRATION CASE 3 (Due: Wednesday at 9am)	CNOOC		
	F	Course Wrap-Up			
Dec 12	M, T, W	Global Insight Presentations			
Final Exam TBA					

## ***SECTION 2: POLICIES OF EM 351 INTERNATIONAL MANAGEMENT***

A course outline is essentially a contract outlining my responsibilities in terms of the lecture organization and content and your responsibilities on readings, assignments, and examinations. However, numerous areas of concern are not defined by simply stating general course objectives and organization. The following sections highlight additional policies that I have constructed to clarify any confusion in the details of the course and my teaching duties. Hopefully, these guidelines will improve your enjoyment and education in operations management.

### **2.1 - BACKGROUND ON INTERNATIONAL MANAGEMENT**

Organizational success in a global economy ultimately depends not only on the soundness of the formulated strategy, but also on effective implementation through appropriate organizational choices.

This business course focuses on key issues in formulating and implementing strategies to create and sustain competitive advantage. Focusing on a firm's unique resources and capabilities, we analyze the impact of change and environmental forces that can create or destroy opportunities for establishing and sustaining competitive advantage. Emphasis is given to developing pragmatic and action-oriented general management skills. Theory within the disciplines of strategy, accounting, economics, finance, international business, marketing, political science and organization theory have important implications for general management. Thus, this course emphasizes both cases and lecture/discussion sessions.

International management deals with the world of experience. The world of experience is not a world of certainty. Thus, within the classroom, reasonable people (with different experiences) will view management differently. Management involves *making* sense together, and is a creative and subjective process. Conjectures and knowledge based on personal experiences are highly valued within the conversation of this class.

### **2.2 - CLASS ATTENDANCE AND PARTICIPATION**

It is the student's responsibility to attend every class and when absent to obtain any missed information from fellow students. Any announcements made in class are assumed to have been disseminated to the entire class. Please be aware that verbal or written announcements in class may supersede information or deadlines stated in the course outline. If you are unable to attend class, please inform me in advance so I will know why you are not present for the lecture or topic discussion.

### **2.3- EXAMPLE CASE ANALYSES**

In order to improve your professional presentation and general management skills, ALL GROUPS will follow a standardized case analysis format for the team assignment. I will provide a template for these assignments in class.

### **2.4 - LATE ASSIGNMENTS**

Due dates for assignments are provided in the course outline or by myself during class. Plan to submit completed assignments by these due dates. A late assignment will receive a substantial reduction of one letter grade per day.

## 2.5 - EXAMINATIONS

The dates of the midterm examination are given in the course outline. The final exam will take place during finals week. The format of the exams is problem solving, essay, and short answer. All material covered in lectures, required text readings, problem assignments, handouts, case studies, and assumed previous knowledge (based on prerequisites for this course) are subject material for the examinations. Logical extensions from these materials may also be included on the examinations.

Examinations in this course are long and difficult. You may have trouble answering every question, but remember that all students have the same amount of time for the exam. So please allocate your time carefully and attempt to answer as many questions as possible.

**NOTE:** *Examinations are not to be kept and must be returned at the end of the exam review class.* However, you are welcome to review your exam and the solutions during regular office hours.

## 2.6 - COURSE GRADES

Grades will be assigned based on total points relative to the rest of the class. Plus (+) and minus (-) grades may be assigned when the student is in the upper or lower ends of the grade bracket. Typically, the mean grade is a "B-" or slightly better depending on the class. "A" grades are only given to students who truly excel above the normal level, while "D" and "F" grades are given to those students who performed significantly below the class average. There is *no extra credit* work available or allowed for this course.

## 2.7 - ACADEMIC HONESTY AND HONOR CODE

As mature adults, it is expected that you have established a level of honesty, integrity, and honor that eliminates even the remote possibility of cheating on an examination and/or written assignments. Academic dishonesty or cheating consists of, but is not limited to the following set of conditions:

1. Unauthorized possession of examination material.
2. Possession of information sheets beyond the allowed notes.
3. Copying during examinations.
4. Looking directly at another student's examination.
5. Plagiarism or copying of assignments.

Cheating is *wrong* and *will not be tolerated*. Please try to maintain your academic standing, your character, and your reputation by not cheating.

## 2.8 - OFFICE HOURS

I take teaching, research, and industry interactions very seriously and like you, I require sufficient time to prepare class lectures and materials and to advance my research projects. If office hours are not practical because of your schedule, and you have a major concern, please contact me about setting up an appointment.

## **2.9 - FINAL COMMENT**

After reading the course outline and policies, I assume that if you stay registered in the course that you have agreed to abide by and follow the procedures and policies stated above. My effort here is to eliminate any uncertainty that you might have on my decisions during the course and to provide you with a solid framework of understanding for the course. I will try to challenge and expand your thinking and knowledge in this course while also making it enjoyable; it is my sincere effort to provide a classroom environment that respects you as a student customer while increasing your business skills and knowledge. I hope that you will attend regularly and act professionally in meeting your responsibilities.